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# **Spaceport & Technology Committee**

**Thursday, January 26, 2006**

**1:00 PM to 3:30 PM**

**Room 12, HOB**

**ACTION PACKET**

**COMMITTEE MEETING REPORT**  
**Spaceport & Technology Committee**  
**1/26/2006 1:00:00PM**

**Location:** 12 HOB

**Attendance:**

	<i>Present</i>	<i>Absent</i>	<i>Excused</i>
Bob Allen (Chair)	X		
Thad Altman	X		
Joyce Cusack	X		
Charlie Justice	X		
Ralph Poppell	X		
Juan Zapata			X
<b>Totals:</b>	<b>5</b>	<b>0</b>	<b>1</b>

**COMMITTEE MEETING REPORT**  
**Spaceport & Technology Committee**  
**1/26/2006 1:00:00PM**

**Location:** 12 HOB

**Other Business Appearance:**

HomeSafeNet

Joe Vastola, Project Director (State Employee) - Information Only  
DCF

Integrated Criminal History Project

Electra Bustle, Assistant Executive Director (State Employee) - Information Only  
FDLE

Legislature's Role in Overseeing Technology

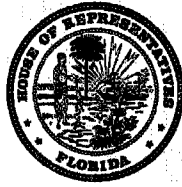
Kara Collins-Gomez (State Employee) - Information Only  
OPPAGA  
Alexander Gulde - OPPAGA  
John Ingram - Auditor Gen

Single Licensing System

Julie Madden, CIO (State Employee) - Information Only  
DBPR  
Jon Ingram - Auditor General  
Jeanine King - OPPAGA

Summary

Joe Brigham (State Employee) - Information Only  
Technology Review Workgroup



# **The Florida House of Representatives**

**State Infrastructure Council**

**Spaceport & Technology Committee**

**Allan G. Bense**  
Speaker

**Bob Allen**  
Chair

## **AGENDA**

### **COMMITTEE ON SPACEPORT & TECHNOLOGY** **January 26, 2006**

- 1. CALL TO ORDER BY CHAIR**
- 2. GENERAL OPENING COMMENTS BY THE CHAIR**

**Welcome and Opening Comments by the Chair.**

#### **3. AGENDA ITEMS**

Staff updates on interim reports and receive presentations on information technology projects and related audits.

##### **(A) Staff Reports on Interim Projects**

1. Space – Shari Whittier
2. Technology – Lisa Saliba

##### **(B) Legislature's Role in Overseeing Technology**

1. Kara Collins-Gomez, OPPAGA
2. Alexander Gulde, OPPAGA
3. Jeanine King, OPPAGA
4. Jon Ingram - Auditor General



(C) Project Presentations

Tab (1) Single Licensing System.

Julie Madden, CIO, DBPR

Jon Ingram - Auditor General

Jeanine King, OPPAGA

(2) HomeSafeNet.

Joe Vastola, Project Director

DCF

(3) Integrated Criminal History Project.

Electra Bustle, Assistant Executive Director

FDLE

(D) (Summary

Joe Brigham, TRW

4. Committee members identify issues for future review and consideration.
5. Committee discusses future committee meetings; Chairman takes questions
6. Closing remarks by Chair.

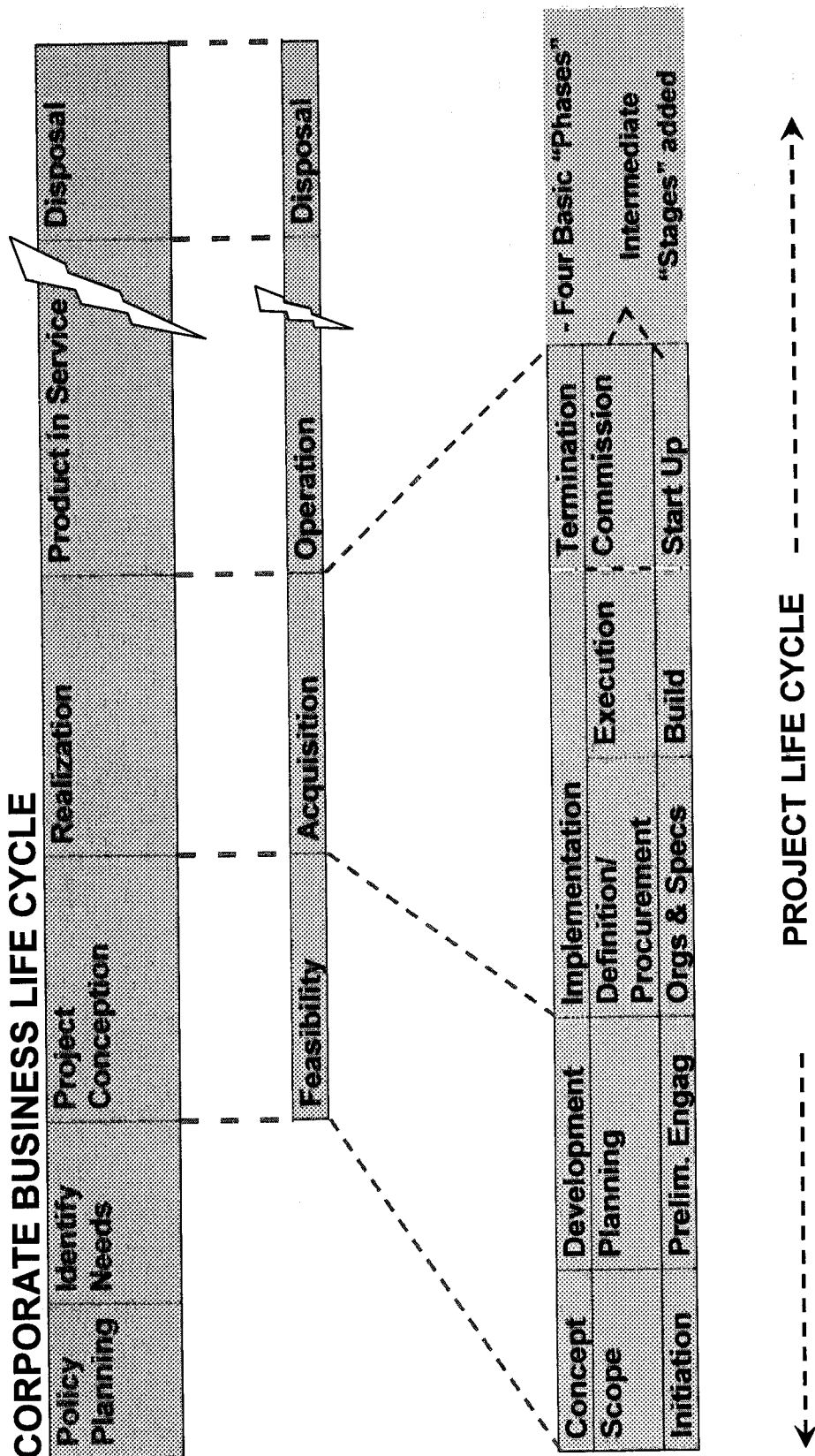
**CORPORATE BUSINESS LIFE CYCLE**

Policy Planning	Identify Needs	Project Conception	Realization	Product in Service	Disposal
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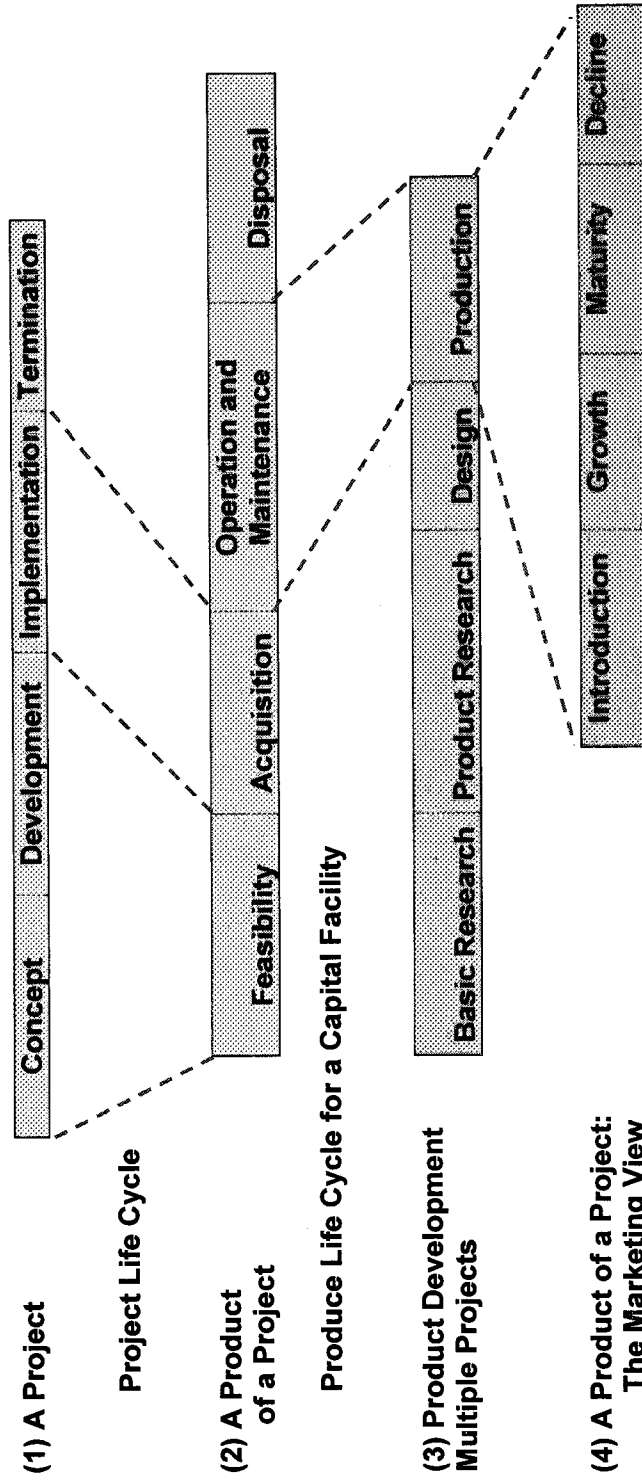
Feasibility		Acquisition		Operation		Termination	
Concept Scope	Development Planning	Implementation Definition/Procurement	Execution	Commission	Start Up		
Initiation	Prelim. Engag	Orgs & Specs	Build	Intermediate "Stages" added			

**PROJECT LIFE CYCLE**



←----- PROJECT LIFE CYCLE -----→

## PROJECT AND PRODUCT LIFESPAN



- (1) A project to design and construct a building is presented. (2) The building is the product of the project.
- (3) The purpose of the building is to house a process to produce a product in volume. Creating that process requires projects involving a basic research, product research, and design of the product. Upon completion of these projects, the production of many units of that product begins. (4) This product is marketed and thus has its own life cycle Characteristic of mass-produced items.

# **Legislature's Role in Overseeing Technology and Privatization Projects**

**Presentation to House Spaceport &  
Technology Committee**

**January 26, 2006**

**Kara Collins-Gomez, Staff Director  
Jeanine King, Senior Legislative Analyst  
Alexander Gulde, Legislative Analyst**

# **Focus of Presentation**

**What can the Legislature do to create a framework to help ensure that agency technology and privatization initiatives achieve desired results of improving the efficiency and effectiveness of government programs and services?**

# **Agencies Are Increasingly Using Technology and Privatization**

- **Many agencies have sought to implement major technology projects and/or privatizations that rely on technology**
- **Examples include DBPR's LicenseEase, DCF's HomeSafenet, DMS's People First and MyFloridaMarketplace**

# Potential Benefits and Concerns

- When done right, these efforts can save public dollars and improve services due to benefits from competition and increased flexibility
- However, when poorly implemented, they can result in cost overruns, delays, ineffective services, and reduced accountability

# **Efforts Are Often Problematic**

- **Numerous studies have found weaknesses in current technology/ privatization efforts**
  - **Incomplete assessment of agency needs**
  - **Inadequate contracting practices**
  - **Poorly trained staff managing the process**
  - **Insufficient monitoring of contractor performance**
  - **Inadequate central direction and oversight**



# **The Legislature Could Enhance Efforts**

- **Mandate use of “business cases” for technology/privatization proposals**
- **Mandate use of good performance contracting procedures**
- **Establish a strong legislative oversight system for agency initiatives**

# **Require Business Case**

- **Comprehensive business cases should**
  - Describe program or service to be affected by project
  - Analyze agency's current performance, associated needs, and proposed solutions
  - Identify current expenditures
  - Identify program assets that would be transferred to the contractor
  - Specify benefits expected to result from project
  - Identify and assess business process re-engineering opportunities
  - Identify steps for monitoring contractor performance
  - Provide a contingency plan

# **Require Business Case**

**(continued)**

- **The Legislature should review and approve these proposals**
  - **Major technology/privatization initiatives effect state policy**
  - **Legislature has less control over appropriations and how programs are implemented under privatization**

# **Require Performance Contracts**

- **Require technology/privatization contracts to include**
  - **Performance measures (output and outcome) and standards**
  - **Incentives and penalties**
  - **Access to data**
  - **Regular reporting of progress in achieving specified objectives and performance outcomes**

# **Require Performance Contracts**

**(continued)**

- **Direct agencies to establish systems for monitoring contractor performance and compliance**
- **Require DMS to develop a database of lessons learned in privatizing government services**
- **DMS should also provide negotiation and contract management assistance to agencies**

# Enhance Legislative Oversight

- **Require agencies to annually evaluate contractor performance and report findings to the LBC, TRW, OPPAGA, and/or the Auditor General**
  
- **Direct TRW, OPPAGA, and/or the Auditor General to**
  - **Conduct implementation assessments of major privatization initiatives and submit periodic status reports to give the Legislature independent information on their status**
  - **Periodically examine major privatization initiatives to help the Legislature evaluate whether expected outcomes and savings have been achieved**

# **OPPAGA Reviews of Technology/Privatization Initiatives**

# **DMS People First Initiative**

- **In 2002, DMS contracted with Convergys to develop an enterprise-wide suite of services to support the management of the state's workforce through**
  - **Human Resources Administration**
  - **Benefits Administration**
  - **Payroll Administration**
  - **Staffing Administration functions**
  
- **The basic objectives of the initiative are to**
  - **Reduce the overall cost of providing human resource services**
  - **Leverage the technology investment made by the private sector in state of the art human resource systems**
  - **Provide the state workforce improved human resource services**



# **DMS People First Initiative**

- **OPPAGA is in the process of evaluating the effectiveness and benefits associated with People First**
- **Specific research questions include**
  - **How are agencies using the People First system?**
  - **How is the old state personnel system (COPES) still being used?**
  - **What strengths and weaknesses have agency personnel staff identified? How are agencies leveraging strengths and addressing weaknesses?**

# **DMS People First Initiative**

- **OPPAGA's preliminary observations are that key stakeholders report that some project objectives are not being met**
  - **The system was intended to replace COPES, but agencies still rely on the old system for historical data due to concerns about the reliability of People First data**
  - **Two system modules are currently unavailable for use - Electronic Records Management/ Electronic Personnel Files Module and Performance Evaluation Module**
  - **The system does not accommodate agency-specific needs**
  - **People First Customer Service Center staff often refer callers to agency personnel staff**
  - **The state may incur additional costs as agencies identify and implement solutions to address system deficiencies**

# **DBPR Re-Engineering Project**

- In 2001, DBPR contracted with Accenture to design, implement, and operate an online licensing system, Internet portal, and call center
- The initiative was intended to consolidate department computer and telephone systems and business operations to reduce costs and improve customer service by providing single points of entry through the Internet and call center
- The department's contract with Accenture has three major components
  - Design, build, and implement a statewide licensing system and Internet portal - LicenseEase
  - Provide application management services
  - Implement centralized call center services

# **DBPR Re-Engineering Project**

- **OPPAGA evaluated the extent to which this initiative has achieved intended goals and identified options for further improving these functions**
  
- **Our review determined that**
  - **DBPR's call center and single licensing project has centralized functions and produced cost savings**
  - **However, it has not achieved all of its objectives, with divisions not receiving comprehensive licensing services, still processing some applications manually, and utilizing secondary data systems**
  - **In addition, one-third of recent customers who responded to our survey were not satisfied**

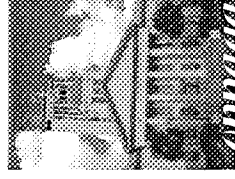
# **DBPR Re-Engineering Project**

- **Application management services component of contract with Accenture expires December 31, 2008**
- **Department must plan how it will provide these services**
- **Primary post-contract options include**
  - **Renewing or extending current contract**
  - **Assuming responsibilities in-house**
  - **Contracting with new vendor**

# **DBPR Re-Engineering Project**

- **The Legislature still has a role in this project**
  - Department should develop and submit a business case addressing all three options to the Legislature
- **Business case should include**
  - Estimate of costs associated with each option
  - Recommended solution and justification
  - Recommended procurement process
  - Transition strategy
- **Timely and reliable information is needed to properly assess such initiatives and make well-informed decisions**

# Questions?



## **Office of Program Policy Analysis & Government Accountability**

**OPPAGA supports the Florida Legislature by providing evaluative research and objective analyses to promote government accountability and the efficient and effective use of public resources.**

# oppaga

OFFICE OF PROGRAM POLICY ANALYSIS  
& GOVERNMENT ACCOUNTABILITY



December 2005

Report No. 05-60

## DBPR Re-Engineering Has Achieved Cost Savings, But More Can Be Done to Centralize Functions and Improve Services

### *at a glance*

The Department of Business and Professional Regulation's call center and single licensing project was intended to improve business operations across divisions, improve customer service, centralize application processing, and streamline operations. The project has centralized many functions and produced cost savings. However, it has not achieved all of its objectives, and one-third of recent customers who responded to our survey were not satisfied with the Customer Contact Center's services. The department should facilitate electronic application submission for all licenses and seek to eliminate duplicative data systems. In addition, as the department's contract with its vendor will expire in 2008, it should begin a comprehensive analysis of post-contract options and report these results to the Legislature.

### Scope

As requested by the Legislature, this report examines the Department of Business and Professional Regulation's (DBPR) central intake unit and Customer Contact Center. Specifically, the report evaluates the extent to which this initiative has achieved intended goals to improve operations and customer service, and identifies options for further improving these functions.

### Background

DBPR is charged with regulating many Florida occupations and businesses to protect the health, safety, and welfare of citizens and visitors. The department regulates over 800,000 businesses and professionals in more than 200 license categories, ranging from cosmetologists to veterinarians and businesses ranging from alcohol and tobacco retailers to restaurants (see Exhibit 1).

#### Exhibit 1 DBPR Regulates Many Businesses and Professionals

Division	Number of Active Licensees as of July 1, 2005
Alcoholic Beverages and Tobacco	71,117
Boxing Commission	959
Certified Public Accounting	29,623
Hotels and Restaurants	121,567
Florida Land Sales, Condominiums and Mobile Homes	29,767
Pari-Mutuel Wagering	25,088
Professions	346,401
Real Estate	254,092
<b>Total</b>	<b>878,614</b>

Source: Department of Business and Professional Regulation.



In 2001, the department contracted with Accenture, LLP, to design, implement, and operate an online licensing system, Internet portal, and call center. This initiative was intended to consolidate department computer systems, telephone systems, and business operations to reduce costs and improve customer service by providing single points of entry through the Internet and call center. The department's contract with Accenture has three major components: (1) design, build, and implement a statewide licensing system and Internet portal; (2) provide application management services; and (3) implement centralized call center services.

**Design, build, and implement a statewide licensing system and internet portal.** In this component, Accenture developed an Internet portal and single licensing system, LicenseEase, which enables individuals to apply for and renew their regulatory licenses.<sup>1</sup> This component was divided into six major releases, with the final release completed in February 2003. Total payments to Accenture for this component were \$16 million.

**Application management services.** This component outsourced operations and maintenance support services for the single licensing system and the call center system. Accenture's responsibilities include providing technical support services, web hosting services, and managing application systems. The contract for this component runs from February 2, 2001, through December 31, 2008. The department pays Accenture a monthly maintenance charge of \$0.41 per account managed by the system. Payments for this component are estimated to be \$29.7 million through the end of the contract period; payments through September 2005 totaled \$13.2 million.

**Call center services.** In this component, Accenture developed and implemented a centralized call center for the department by providing the technology for voice, e-mail, Internet, and interactive voice response

capabilities. Accenture also assisted the department in re-engineering business processes and redesigning the department's organizational structure to achieve savings. This re-engineering involved moving some support activities, such as customer service and application processing, from the department's divisions to a central shared service center. The contract for this component is from February 2, 2001, through June 30, 2006. This component is funded through a benefit share agreement that requires DBPR to share with Accenture a portion of the cost savings attributed to this project.<sup>2</sup> Benefit share payments are estimated to be \$19.2 million through the end of the contract period; payments through September 2005 totaled \$13.6 million.

DBPR estimates that payments to Accenture will total approximately \$68 million through the completion of the contract in 2008. As Exhibit 2 shows, the department paid Accenture \$44.6 million as of September 2005.

#### Exhibit 2 DBPR Has Paid Accenture \$44.6 Million to Date

Contract Component	Estimate	Amount Paid as of September 2005
System Design, Build and Implementation	\$16,000,000	\$16,000,000
Application Management Services	29,695,533	13,188,873
Call Center Services	19,248,911	13,622,867
Other (Amendments) <sup>1</sup>	3,167,083	1,794,310
<b>Total Payments</b>	<b>\$68,111,527</b>	<b>\$44,606,050</b>

<sup>1</sup> Includes lease and maintenance of personal digital assistants for Divisions of Hotels and Restaurants and Alcoholic Beverages and Tobacco, interface capabilities for computer based testing for Certified Public Accountants, configuration for the Florida Engineers Management Corporation, design of the Tax/Audit option, and development and implementation of the Pari-Mutuel Compliance Monitoring and Audit System.

Source: OPPAGA analysis.

<sup>2</sup> Under the shared savings contract, Accenture developed the new system and will receive compensation from the department for the first five years of the project based on a set contract price plus an agreed percentage of the savings realized through the project. These percentages will vary from 40% in FY 2001-02 to a maximum of 67% in FY 2005-06. Benefit share payments to Accenture are paid in December and June, for the five-year period. Each payment is an estimate of the benefits to be realized over the following six months. An annual reconciliation or true-up process compares actual savings for the current fiscal year to estimated savings for the baseline fiscal year. The outcome of the true-up results in an adjustment invoice from Accenture.

<sup>1</sup> LicenseEase is a product of Versa Management Systems, Inc., a subsidiary of KPMG.

**Reorganization.** The department used the call center and single licensing system project to reorganize its structure to create the Division of Service Operations, a shared service center that replaced some service units formerly operated by divisions. The Division of Service Operations consists of three bureaus—Customer Contact Center, Education and Testing, and Central Intake (see Exhibit 3).

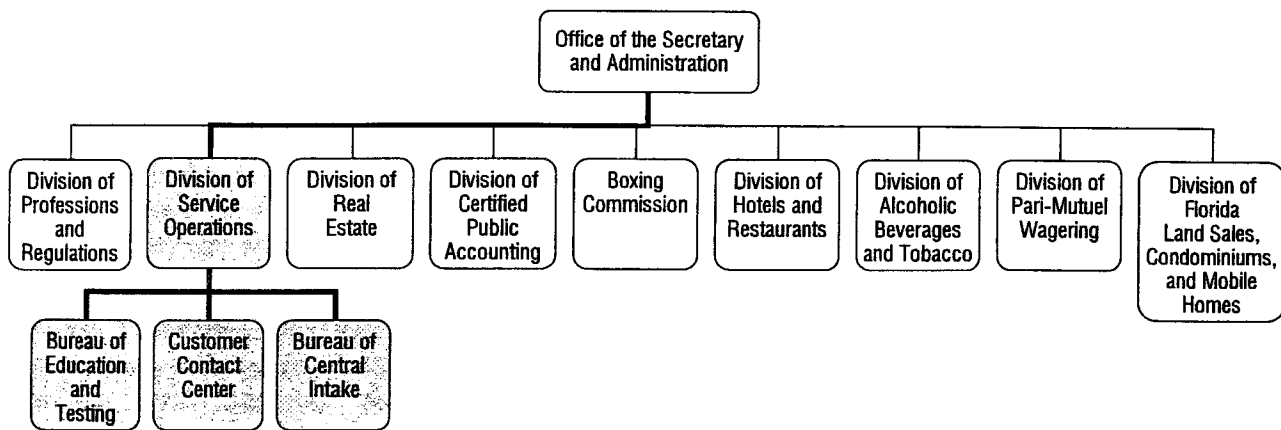
The Customer Contact Center handles initial interaction conducted by telephone, e-mail, and the Internet, providing the public with 24-hour access to information regarding the businesses and professions regulated by DBPR. The Customer Contact Center also responds to all general inquiries and disseminates materials such as forms, information booklets, and brochures. The Bureau of Education and Testing develops, administers, reviews and grades licensing examinations. The Bureau of Education and Testing also manages continuing

education providers and courses required for licensing. The Bureau of Central Intake processes applications and renewals for many of the businesses and professions regulated by DBPR. The Bureau of Central Intake also collects and processes revenue associated with licensing activities.

**Resources.** The Legislature appropriated \$4 million and 82 staff positions for the Customer Contact Center and \$6.2 million and 102.5 staff positions for the Bureau of Central Intake in Fiscal Year 2005-06. The Customer Contact Center allocates its operating expenses among the divisions and professional boards using data on the percentage of calls answered on their behalf, while the Bureau of Central Intake allocates its operating expenses using data on the activities performed by its operating units (such as applications processed, licenses issued, and cash receipts processed).

### Exhibit 3

The Division of Service Operations Consists of Three Bureaus—Education and Testing, Customer Contact Center, and Central Intake



Source: OPPAGA analysis.

## Findings

DBPR's objectives in implementing the call center and single licensing system project were to improve business operations across divisions, improve customer service, centralize application processing, and streamline operations. The department expected to achieve these objectives by redesigning business processes, implementing an electronic licensing system, providing Internet portal services, and maintaining a centralized call center. In addition to improving efficiencies, the project was expected to generate substantial cost savings.

The project has been successful in centralizing many functions, enhancing customer access to services, and achieving staff reductions. However, the department has not achieved all project objectives. Specifically,

- application processing and other functions have not been fully centralized;
- cost savings have been realized but are overstated due to the exclusion of some costs; and
- performance standards have been met, but one-third of recent customers who responded to our survey were not satisfied with Customer Contact Center services.

To ensure future success, the department must begin planning for the post-contract period, and should work with the Legislature to assess program options.

### *Several project objectives have been met*

The call center and single licensing system project has generally achieved its goal of significantly restructuring department functions and resources to produce more streamlined and cost-effective operations. The project has enabled the department to reorganize business processes, update technology systems, and significantly reduce staff.

Prior to implementing the project, the department operated multiple fragmented computer systems and a large portion of personnel resources were spent on customer

interaction. Each program performed application processing and customer service functions and utilized separate information management systems. There were numerous points of entry for customer service and there was no capacity for electronic application submission or payment.

By implementing the call center and single licensing system, the department updated and consolidated the technology used for these core functions and improved operations and services for customers. The department now operates an information management system that supports most core business functions; the new system replaced more than 60 antiquated systems.

In addition to these technological advances, creating the Bureau of Central Intake, which performs application processing and license renewal functions, has enabled department staff to focus on their core regulatory functions. Previously, staff in each division was responsible for processing license applications and renewals in addition to their core regulatory duties such as inspections, investigations, and complaint processing. Moreover, the Customer Contact Center enabled the department to improve and centralize many customer service functions. Whereas each of the regulatory programs formerly responded to calls and performed customer service functions for the professions they regulate only during business hours, the Customer Contact Center now provides a more centralized point of contact for customers and offers 24-hour access to online services.

The project and its related restructuring of department functions have produced savings. According to the department's most recent legislative budget request, 249 full-time equivalent positions were eliminated due to the business transformations associated with the call center and single licensing system project.<sup>3</sup> Eliminating these positions reduced the department's budget for salaries and benefits by \$9.4 million.

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<sup>3</sup> These reductions had limited impact on staff since many of these positions had been held vacant by the department.

***Not all functions were centralized as intended***

While the project and department reorganization has centralized some functions, it has not achieved all of its goals. Specifically, application processing has not been centralized as fully as intended, with several regulated professions and businesses still completing applications manually rather than submitting them online. In addition, while the project was expected to fully consolidate the department's data systems and eliminate multiple databases, some divisions continue to maintain secondary systems.

**Some divisions still process license applications and utilize secondary data systems.** The department created the Bureau of Central Intake with the goal of streamlining application processing and license renewal functions and to centralize revenue processing for all licensing activities. While the bureau has centralized most of these functions, the degree to which it performs these functions for the divisions varies, as shown in Exhibit 4.<sup>4</sup> For example, the bureau provides all licensing and revenue functions for the Divisions of Professions, Real Estate, and Certified Public Accounting. However, the bureau does not currently provide any services for the Boxing Commission and provides only partial services (mostly revenue collection) for the Divisions of Pari-Mutuel Wagering, Florida Land Sales, Condominiums and Mobile Homes, and Hotels and Restaurants.

According to the department, the Bureau of Central Intake does not process applications for some regulated entities due to their complicated requirements or unique business setting. For example, licensing for land sales requires the review of blueprints, building plans and other technical information that cannot be handled through the department's on-line system. The bureau does not process applications for Pari-Mutuel Wagering and Boxing because these

applications are accepted and approved on-site at gaming and pugilistic venues.

**Exhibit 4****Central Intake Functions Performed for Divisions Varies**

Division	Initial License Application Processing	License Renewal and Maintenance	Revenue Collection
Alcoholic Beverages and Tobacco	No	Yes	Yes
Boxing Commission	No	No	No
Certified Public Accounting	Yes <sup>1</sup>	Yes	Yes
Hotels and Restaurants	No <sup>2</sup>	No	Yes
Florida Land Sales, Condominiums and Mobile Homes	No	No	Yes
Pari-Mutuel Wagering	No <sup>3</sup>	No	Yes
Professions <sup>4</sup>	Yes	Yes	Yes
Real Estate	Yes	Yes	Yes

<sup>1</sup> Includes application functions performed for original licenses and temporary permits for firms and money collection for endorsement, reactivation, and first time CPA candidates.

<sup>2</sup> The Central Intake Unit performs data entry functions for licenses division staff have already approved for temporary events.

<sup>3</sup> The Central Intake Unit screens applications for accuracy and completeness and processes fingerprint cards for licenses division staff have already issued onsite at pari-mutuel facilities.

<sup>4</sup> This does not include licensing functions for professional engineers, child labor, and farm labor.

Source: OPPAGA analysis.

Despite the unique characteristics of some professions and businesses regulated by the department, additional opportunities to improve and streamline business operations across divisions may exist in online application submission. The department's licensing system was intended to automate the licensing process, but currently many applicants cannot apply for licenses online. For example, applicants seeking boxing, alcoholic beverages and tobacco, or talent agency licenses may not apply online. While the application forms for these professions are accessible online, applicants must print them out, complete them by hand, and mail or hand deliver them to the department for processing.

<sup>4</sup> Service level agreements define the services to be performed for each division, the expected service level, and the responsibilities of the division to enable the Bureau of Central Intake to provide the identified services.

According to the department, online submission is not feasible for these and other license applications because some licenses require third-party documentation that is not available for electronic submission. For example, applications for alcoholic beverage licenses require several documents typically provided in hard copy by various state and local sources, such as proof of corporate registration from the Department of State and fingerprint cards processed by a law enforcement agency.

However, the department could allow applicants to submit some information for such licenses online, a service that it now provides for some businesses and professions. At a minimum, all applicants (individuals and businesses) should be able to complete and submit an initial license form online. Applicants could then submit remaining information by mail or hand delivery. The department has master application forms for individuals and organizations, but the Division of Professional Regulation primarily uses these forms. Use of these forms should be expanded and utilized for licenses offered by other divisions such as Hotels and Restaurants and Alcoholic Beverages and Tobacco. Use of a standard form for all licenses would reduce the number of forms and simplify the application process.

Opportunities also exist to diminish the use of duplicative data systems. For example, the department's inspector general recommended that the Division of Land Sales, Condominiums and Mobile Homes discontinue using an Excel spreadsheet to track arbitration data already stored in the LicenseEase system.<sup>5</sup> To address this concern, the department requested a modification to the LicenseEase system; according to department officials, the changes are scheduled to be implemented in December 2005.

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<sup>5</sup> *Division of Land Sales, Condominiums and Mobile Homes*, Department of Business and Professional Regulation Office of Inspector General, Audit Report AR 04-05-02, December 22, 2004.

Similarly, the Division of Alcoholic Beverages and Tobacco uses other systems, in addition to LicenseEase, to manage information used in enforcement and compliance for tax and auditing functions, although some information, such as enforcement alerts, is duplicated in both systems. To address this issue, the department contracted with a private vendor to design a consolidated tax auditing and compliance management system. A 2005 assessment of the alternatives available for systems consolidation determined that the tax auditing and compliance management system designed by Accenture is the best system for performing these functions.<sup>6,7</sup> According to the assessment, implementing the tax auditing and compliance management system would extend the capabilities of the department's existing licensing system and eliminate the need to operate secondary data systems.

### ***Cost savings achieved but amounts overstated***

The contract projected that the call center and single licensing project would generate substantial savings, with primary cost reductions resulting from a decrease in the number of full-time equivalent positions due to new operating efficiencies. While major savings have been achieved, the reported amount of these savings is overstated and the current methodology for estimating costs savings is questionable because it does not take into consideration all costs associated with the project.

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<sup>6</sup> *Business Case Alternatives Analysis for Single Licensing System/Tax Auditing & Compliance Project*, KSJ & Associates, Inc., May 2, 2005.

<sup>7</sup> In 2004, OPPAGA recommended that an independent entity develop a comprehensive cost-benefit analysis of alternatives to fully assess available options. See *DBPR Tax Functions Are Appropriately Placed; Expanded Use of DOR Tax Processing System Should Be Considered*, Report No. 04-20, March 2004.

**Cost savings calculations do not include all costs.**

According to the department's July 2005 business case, total savings to be produced from the project are estimated at \$75.7 million through Fiscal Year 2009-10.<sup>8</sup> As shown in Exhibit 5, the department reports that it achieved approximately \$12.8 million of these cost savings through Fiscal Year 2003-04.<sup>9</sup> The department has not yet calculated savings for Fiscal Year 2004-05.

**Exhibit 5****DBPR Reported Achieving \$12.8 Million in Cost Savings Through Fiscal Year 2003-04**

	Fiscal Year			Total
	2001-02	2002-03	2003-04	
Cost Savings	\$161,658	\$3,025,918	\$9,580,220	\$12,767,796
Share to Accenture	64,663	1,210,367	5,748,132	7,023,162
Share to DBPR	96,995	1,815,551	3,832,088	5,744,634
Benefit Share % (Accenture/DBPR)	40/60	40/60	60/40	55/45

Source: Department of Business and Professional Regulation.

The department attributed these savings to

- reengineered business processes that enable customers to submit data via the Internet thus reducing paper driven transactions;
- consolidating field offices and centralizing key functions formerly performed by divisions; and
- increased technology use.

However, the department's cost savings are overstated due to flaws in the methodology it used for determining the project's fiscal impact. In January 2004, the Auditor General reported that the methodology the department used to calculate project cost savings did not include as a cost the total payments to the contractor.<sup>10</sup> For example, payments to Accenture for the licensing

system and call center components were excluded as costs.<sup>11</sup> The department noted that these costs were excluded because it had reached an agreement with the contractor to include only operating costs when calculating project cost savings. However, excluding costs associated with project installation, implementation and engineering inflates claimed savings and increases the amount to be paid to the contractor. Based on the department's calculations at the time of the Auditor General's report, including these costs would have decreased total project savings by \$37 million and the contractor's share by an estimated \$13 million. We concur with the Auditor General's recommendation that the department reconsider its decision to exclude amounts paid to the contractor from its savings calculations. Reporting accurate data on the project's fiscal impact is critical to enabling the Legislature and taxpayers to accurately gauge the results of the department's re-engineering efforts.

***Performance standards met, but one-third of survey respondents dissatisfied with services***

The department has established some performance measures for the Customer Contact Center and the center is generally meeting its performance standards. However, these measures do not assess customer satisfaction, although the Legislature has expressed concern about user satisfaction with the department's call center and online services. To assess customer satisfaction, OPPAGA surveyed a random sample of citizens who recently used these services.

**Current performance standards met, but satisfaction not measured.** As shown in Exhibit 6, the department assesses the center's operations using two legislative performance measures relating to the number and percentage of calls answered.<sup>12</sup> The center met its standards for these measures in Fiscal Year 2004-05.

<sup>8</sup> The business case is produced quarterly and contains information to support the estimated payment invoices of the benefit share portion of the contract.

<sup>9</sup> The department estimates that the project will generate an additional \$62.9 million in savings between FY 2004-05 and FY 2009-10, an average of \$10.5 million each year.

<sup>10</sup> *On-line Licensing System and Call Center Services Agreement*, Department of Business and Professional Regulation, Florida Auditor General, Report No. 2004-112, January 2004.

<sup>11</sup> DBPR paid \$16 million for the Design, Build, and Implementation of the Single Licensing System and Internet Portal component and is expected to pay an estimated \$19 million for the Call Center Services component.

<sup>12</sup> The Customer Contact Center also evaluates the performance of its customer service staff using mechanisms such as call monitoring, performance evaluations, and performance statistics.

# **Exhibit 6** **Customer Contact Center Met Limited** **Performance Standards**

Performance Measures	Fiscal Year 2004-05	
	Standard	Performance
Customer Contact Center		
Percentage of calls answered	90%	100%
Number of calls answered	1.5 million	1.8 million

Source: Department of Business and Professional Regulation.

However, the department does not assess customer satisfaction with the Customer Contact Center. Department officials acknowledged that a mechanism is not currently in place to measure customer satisfaction with Customer Contact Center services, but indicated that options for doing so are being considered. Measuring customer satisfaction, a key indicator of program performance, helps managers identify strategies for improving services to customers. In addition, the Florida Customer Service Standards Act (s. 23.30, *Florida Statutes*) requires state agencies to develop customer satisfaction measures as part of their performance measurement system and provide statistical data on customer satisfaction measures in annual reports.

**One-third of customers who responded to our survey were not satisfied with DBPR's services.** To assess customer satisfaction with Customer Contact Center services, OPPAGA surveyed a random sample of citizens who recently used its services (see Appendix A for survey methodology). As shown in Exhibit 7, the respondents were generally satisfied with the interactive voice response system, customer service staff, and web services.<sup>13, 14</sup> Overall, respondents rated their satisfaction with these services as 73 on a 100-point scale. However, one-third of recent customers who responded to

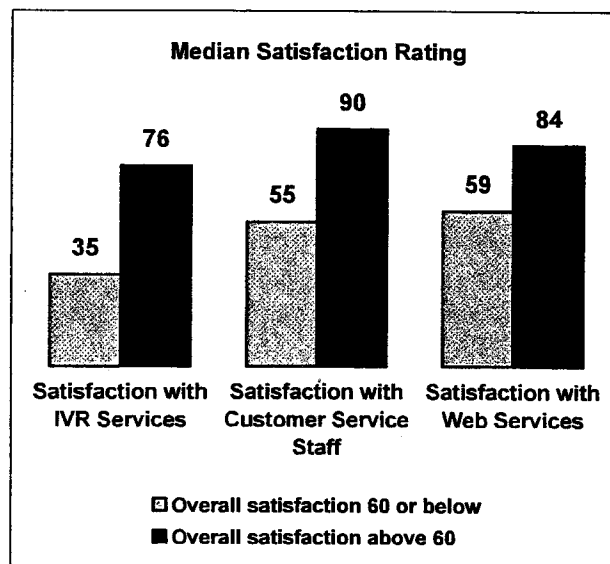
<sup>13</sup> "Customer service staff" includes call center agents as well as other staff to whom calls have been transferred. According to department call center statistics, only 5.46% of calls to the Customer Contact Center were referred to other staff for resolution in Fiscal Year 2004-05.

<sup>14</sup> Interactive Voice Response System is technology that allows users to use a touch-tone telephone to interact with a database to acquire information from or enter data into the database. IVR technology does not require human interaction over the telephone as the user's interaction with the database is predetermined by the system's programmed options.

our survey were not satisfied with these services, rating their overall satisfaction at 60 or below.

As indicated in Exhibit 7, respondents were most satisfied with the performance of customer service staff but were least satisfied with the interactive voice response system. Of the persons who were satisfied, customer service staff received a median rating of 90, while the interactive voice response system received a median rating of only 76. Dissatisfied respondents, those rating overall satisfaction at 60 or below, rated interactive voice response services at a low of 35, followed by customer service staff at 55, and web services at 59 (see Appendix A for detailed results).

## **Exhibit 7** **Survey Respondents Were Most Satisfied with** **Customer Service Staff and Most Dissatisfied with** **the Interactive Voice Response System**



Source: OPPAGA analysis.

Eighteen percent of respondents reported contacting the department to complain about the quality of these services.<sup>15</sup> Respondents complained primarily about (1) the Customer Contact Center taking too long to respond to calls and information requests; (2) their inability to track whether the department had received information

<sup>15</sup> Seventy-one percent of respondents reporting they complained to the department were dissatisfied respondents, rating their overall satisfaction with department services at 60 or below.

they submitted; (3) customer service staff not having the knowledge needed to answer their questions; (4) they received incorrect information about licensing requirements; and (5) unprofessional behavior of customer service staff. A recent satisfaction survey conducted by the Florida Institute of Certified Public Accountants revealed that licensed CPAs had similar complaints about the Customer Contact Center's services.

### ***Comprehensive analysis of post-contract options needed***

The Application Management Services component of DBPR's contract with Accenture, which provides for the outsourcing of operations and maintenance support services for the single licensing system and the Customer Contact Center system, ends on December 31, 2008.<sup>16</sup> To avoid service disruptions and resulting customer dissatisfaction, it will be important for the department to start planning how it will provide these services well before the contract ends, as it may need several years to either develop the capacity to provide services in-house or to fully assess alternative vendors. The department currently plans to begin preparing for the post-contract period in January 2007, two years prior to contract expiration.

The department should develop a business case to identify the most cost-effective method for securing these services. At a minimum the analysis should include

- an estimate of all costs associated with each option;
- recommended solution and justification;
- transition management strategy;
- performance metrics; and
- recommended procurement process.

The department should complete its analysis of post-contract options by July 1, 2007, and

<sup>16</sup> This includes support and maintenance of the single licensing system, support and maintenance of the infrastructure, code maintenance, bug fixing, version management and help desk support services.

provide this information to the Legislature for consideration.

## **Conclusions and Recommendations**

DBPR's re-engineering and outsourcing has centralized functions and produced cost savings. However, it has not achieved all of its objectives, and one-third of recent customers who responded to our survey were not satisfied with the Customer Contact Center's services. We recommend that the department take several steps to further streamline its operations, improve customer satisfaction, and achieve additional savings.

- Continue to explore options to expand online application submission and eliminate secondary data systems.
- Develop customer satisfaction measures and report performance for these measures to the Legislature. To collect this data, the department should periodically survey citizens that use its services, and assess customer satisfaction with customer service staff, the department's website, and its interactive voice system. The department should use survey results to modify service delivery.
- Develop a business case for post-contract options by July 1, 2007, and submit this business case to the Legislature. The department should assess all costs associated with each option. At a minimum, the business case should outline the options evaluated and the criteria and performance metrics used in this assessment and recommend options and a transition management strategy.

## **Agency Response**

In accordance with the provisions of s. 11.51(5), *Florida Statutes*, a draft of our report was submitted to the Secretary of the Department of Business and Professional Regulation for review and response.



The Secretary's written response is reproduced in its entirety in Appendix B.

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OPPAGA supports the Florida Legislature by providing evaluative research and objective analyses to promote government accountability and the efficient and effective use of public resources. This project was conducted in accordance with applicable evaluation standards. Copies of this report in print or alternate accessible format may be obtained by telephone (850/488-0021 or 800/531-2477), by FAX (850/487-3804), in person, or by mail (OPPAGA Report Production, Claude Pepper Building, Room 312, 111 W. Madison St., Tallahassee, FL 32399-1475). Cover photo by Mark Foley.

**Florida Monitor:** [www.oppaga.state.fl.us](http://www.oppaga.state.fl.us)

Project supervised by Kara Collins-Gomez (850/487-4257)

Project conducted by Jeanine King, Steve Harkreader, and Nathan Lassila (850/488-0021)

Gary R. VanLandingham, OPPAGA Director

## Appendix A

# Survey Methodology

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As the Legislature has expressed concerns with customer satisfaction with services provided by Florida's Department of Business and Professional Regulation, OPPAGA surveyed persons who had recently used the department's Customer Contact Center to measure their satisfaction with its services. We modeled the survey after the American Customer Satisfaction Index designed by the partnership of University of Michigan, American Society for Quality, and CFI Group. The American Customer Satisfaction Index is routinely used in private industry and government. We designed our survey to identify the level of satisfaction with the department's website, customer service staff, and interactive voice response system; and the relative effect that each service has on overall satisfaction with the department.

### Survey Procedures

The department provided a list of licensees and applicants who contacted the department from February 15, 2005, through May 15, 2005. The list contained multiple contacts for the same person and the following contact information—name, mail address, telephone number, e-mail address, and method of contact (e.g., call, e-mail, web, interactive voice response). Due to the resources required for a telephone survey, we decided to survey via U.S. mail and e-mail. Prior to selecting a random sample, we eliminated people whose only contact information was a telephone number.

We surveyed a random sample of 2,542 people from a list of 136,989. Of the 2,542 people contacted, 955 responded (a 37.6% response rate). We contacted people in the sample by e-mail and U.S. mail asking them to complete an internet survey. People not responding to the initial contact were contacted again by e-mail or U.S. mail. For those not responding and for whom we had a mailing address, we mailed a copy of the survey with a postage-paid return envelope.

Overall, we received responses from 37.6% of our sample. Survey respondents were somewhat different from the sample population in that a higher percentage had initially contacted the department via its website. However, given the relatively high overall satisfaction ratings, we believe that the survey results are not unduly biased from a greater likelihood of disgruntled people responding to the survey. Also, the over-representation of website users among respondents does not appear to have biased results given that web users' overall satisfaction was not substantially different from that of callers contacting Customer Contact Center agents.

**Table A-1**  
**Persons Contacting the Department Through the Website Were Over-Represented Among Respondents**

Type of Contact	Percentage of Contacts		
	All Contacts N=136,989	Sample N=2,542	Survey Respondents N=685 <sup>1</sup>
Call	59.2%	58.8%	50.9%
E-mail	6.7%	6.5%	5.5%
Interactive voice	15.1%	14.8%	14.9%
Website	49.8%	50.4%	62.8%

<sup>1</sup> Analyzing the potential effect on survey results of people not responding to the survey requires matching respondents' identification numbers to the original list of contacts. While 955 people answered survey questions, 270 did not provide their identification numbers with their survey responses, which prevented us from tracking those respondents. Thus, we excluded those 270 respondents from this analysis of response bias.

Source: OPPAGA analysis.

## Survey Results

We asked respondents to rate the department's website, Customer Contact Center agents, and interactive voice response services on a number of aspects. We also asked the respondents about their expectations and ratings for the overall quality of Customer Contact Center services and their level of satisfaction with those services. All ratings were on a 1 to 10 scale. We averaged survey items and converted to a 100-point scale to produce ratings for services, quality, expectations, and overall satisfaction.

As indicated in Table A-2, respondents were generally satisfied with Customer Contact Center services. However, one third of respondents were not satisfied, rating their overall satisfaction with the Customer Contact Center at 60 or below.

**Table A-2**  
**Median Respondent Satisfaction Ratings with the Customer Contact Center's Services**

		All Respondents	Overall Satisfaction Rating Above 60	Overall Satisfaction Rating 60 or Below
Website	Accuracy and reliability of information	80	90	70
	Value of information	90	90	70
	Ease of navigation	70	80	50
	Able to find desired information	80	80	50
	Retrieving and updating license information	80	90	55
Interactive voice	Accuracy and reliability of information	60	80	40
	Value of information	60	80	40
	Ease of navigation	50	70	30
	Able to find desired information	50	70	30
	Retrieving and updating license information	50	80	30
Customer Service Staff <sup>1</sup>	Courteous	90	90	70
	Knowledgeable, helpful, and responsive	80	90	50
Overall Quality of Services	Rate overall quality of all services	80	90	50
Expectations of Overall Quality	Rate how high/low expectations of overall quality	70	80	50
Overall Satisfaction	Rate overall satisfaction	80	90	40
	Rate degree met expectations	70	80	40
	Rate degree department is close to the ideal	70	80	40

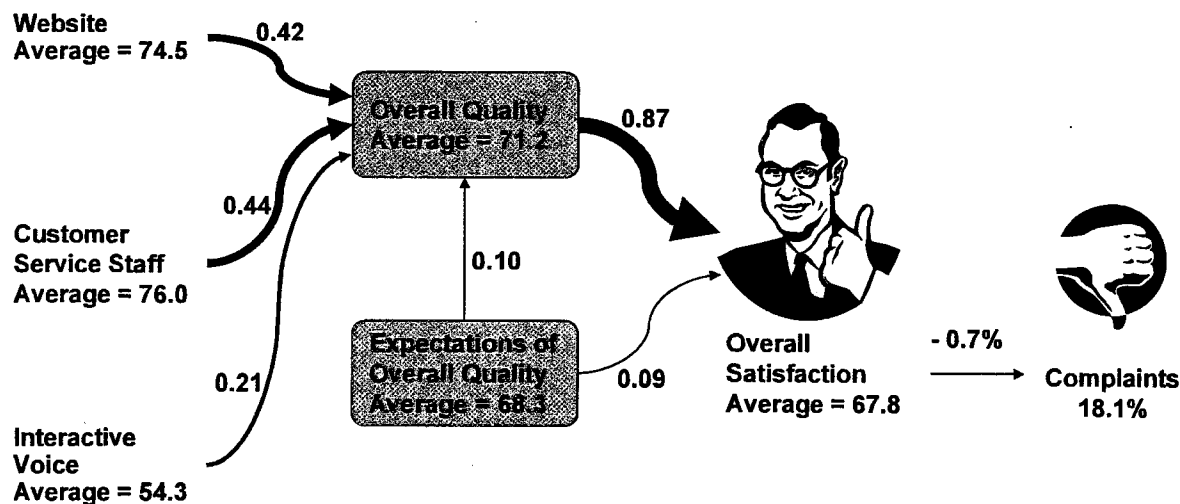
<sup>1</sup> "Customer service staff" includes call center agents as well as division staff to whom calls have been transferred. According to department call center statistics, only 5.46% of calls to the Customer Contact Center were referred to division staff for resolution in Fiscal Year 2004-05.

Source: OPPAGA analysis.

We used a statistical technique referred to as structural equation modeling to identify the most important factors affecting satisfaction with the Customer Contact Center's services (Hayduk 1987; Arbuckle and Wothke 1999). We estimated the effects of (1) the respondents' experiences with the Customer Contact Center's services, (2) their perceptions of the quality of those services, and (3) their expectations for Customer Contact Center services on their overall satisfaction with the Customer Contact Center. We also estimated how the respondents' overall satisfaction affects the likelihood of reporting contacting the department to complain.

Table A-3 shows the effects of each factor on overall satisfaction and the likelihood of contacting the department to complain. Improving respondent's ratings of website and customer service staff will have the most effect on improving ratings of overall quality and overall satisfaction. The effect scores in Table A-3 indicate the effect on the subsequent factor's rating if the rating of the factor at the tail of the arrow is improved by one point. For example, if the ratings for website services were improved by five points, ratings of overall quality would go up from 71.2 to 73.4 ( $71.2 + [5 \times 0.42] = 73.3$ ). Ratings of overall satisfaction would, in turn, increase 1.8 points ( $5 \times 0.42 \times 0.87 = 1.83$ ) and the percentage of people making complaints would be reduced 1.3 percentage points to 16.8% ( $5 \times 0.42 \times 0.87 \times -0.007 = -0.013$ ).

**Table A-3**  
The Department's Website and Customer Service Staff Are the Most Important Factors Driving Customers' Ratings of Quality and Satisfaction



Source: OPPAGA analysis.

## Appendix B

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STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION



Jeb Bush  
Governor

Simone Marstiller  
Secretary

Office of the Secretary  
1940 North Monroe Street  
Tallahassee, Florida  
32399-0750

VOICE  
850.413.0755

FAX  
850.921.4094

EMAIL  
Secretary@dbpr.state.fl.us

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December 14, 2005

Gary R. VanLandingham, Director  
Office of Program Policy Analysis and Government Accountability  
Claude Pepper Building, Room 312  
111 West Madison Street  
Tallahassee, FL 32399-1450

Dear Mr. VanLandingham:

Enclosed is the Department's response to the Office of Program Policy Analysis and Governmental Accountability (OPPAGA) November 2005 draft report based on a review of this department's Division of Service Operations.

We have worked closely with your staff in providing information for your report, and offer the following additional information in response to the specific OPPAGA findings, conclusions and recommendations.

We appreciate the time and energy put forth by your staff and we look forward to reviewing the final report. Please contact me at 413-0755 if you need further information or have additional questions.

Sincerely,  
Simone Marstiller

Secretary

SM/vbh

cc: Julie Madden, Deputy Secretary, Operations  
Ron Russo, Inspector General  
Carmela Davis, Director, Division of Service Operations

Florida Department of Business and Professional Regulation  
Response to Office of Program Policy Analysis &  
Governmental Accountability  
Report No. 05-60

## CONCLUSIONS AND RECOMMENDATIONS

The OPPAGA audit finds that the DBPR re-engineering has centralized functions and achieved cost savings; however, it outlines three conclusions and recommendations for the department to continue to improve the services provided. The department's electronic application submission should be expanded to include additional professions and businesses to increase efficiencies and improve customer self-service capabilities. DBPR should implement processes to come to compliance with F.S. 23.30 requiring customer satisfaction analysis as a part of the Customer Contact Center's performance measures, and explore the elimination of secondary data systems integrated into the single licensing system utilized by the department.

### OPPAGA RECOMMENDATION

- Continue to explore options to expand online application submission and eliminate shadow data systems.

### AGENCY RESPONSE

- The department is reviewing the online application process for improvement to advance additional professions to the enterable applications.
- Statute changes to allow for electronic attestation of the application are being explored.
- Electronic fingerprinting is being implemented to increase portal activity.

### OPPAGA RECOMMENDATION

- Develop customer satisfaction measures and report performance for the measures to the Legislature. To collect this data, the department should periodically survey citizens that use its services, and assess customer satisfaction with call agents, the department's website, and its interactive voice system. The department should use survey results to modify service delivery.

### AGENCY RESPONSE

- In October, 2005 the Customer Contact Center began development of a Customer Contact Center Satisfaction Survey process. The survey includes random selection of customers utilizing the various support tools including the web portal, the Interactive Voice Response system and call center agents. Survey statistics are

currently being gathered to identify intake averages and to determine acceptable polling percentages.

- The Customer Contact Center conducts weekly customer satisfaction surveys and is compiling data for publishing.
- Our training program is built on service area inputs, customer survey results and new business processes activated.
- Quality assurance and quality control measures are being explored through the CORE team concept. Our next opportunity to request the addition of measures will be when we prepare the FY 2007-08 thru 2011-12 LRPP.
- Information sharing will elevate the quality of service to the customers.

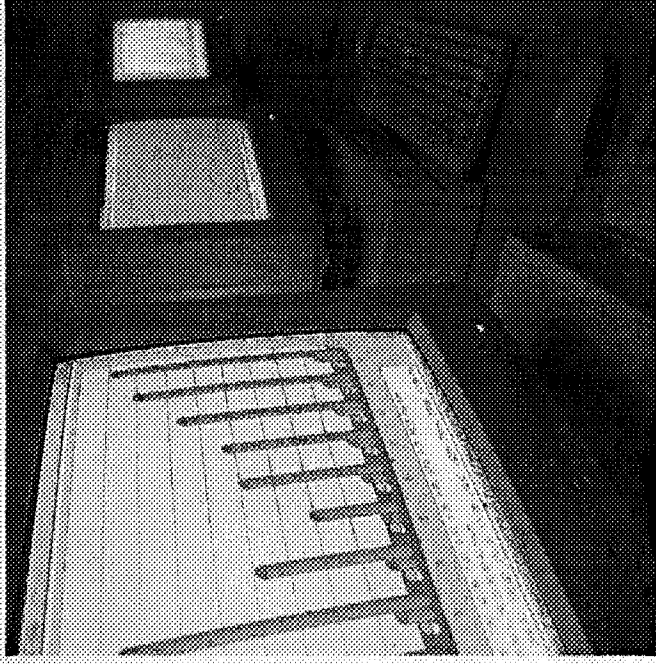
#### OPPAGA RECOMMENDATION

- Develop a business case for post-contract options by July 2007, and submit this business case to the Legislature. The department should assess all costs associated with each option. At a minimum, the business case should outline the options evaluated and the criteria and performance metrics used in this assessment and recommend options and a transition management strategy.

#### AGENCY RESPONSE

- The department has begun the process for selecting a third party to assist the agency with the development of a business case for the post-contract options.

# Florida Auditor General Information Technology Audits





# IT Audits Group

- Performs audits and other engagements to evaluate the IT programs, activities, functions, and systems of State entities
- Provides technical advice to applicable State agencies on the development of financial management systems pursuant to Section 215.94, F.S.
- Provides technical advice to other AG audit groups on IT audit issues

# **IT Audits Staff**

- **Mainly accounting, computer science, MIS degrees (also accept Management & Finance majors)**
- **Most staff hold CPA and/or CISA certifications**

# IT Audit Topics

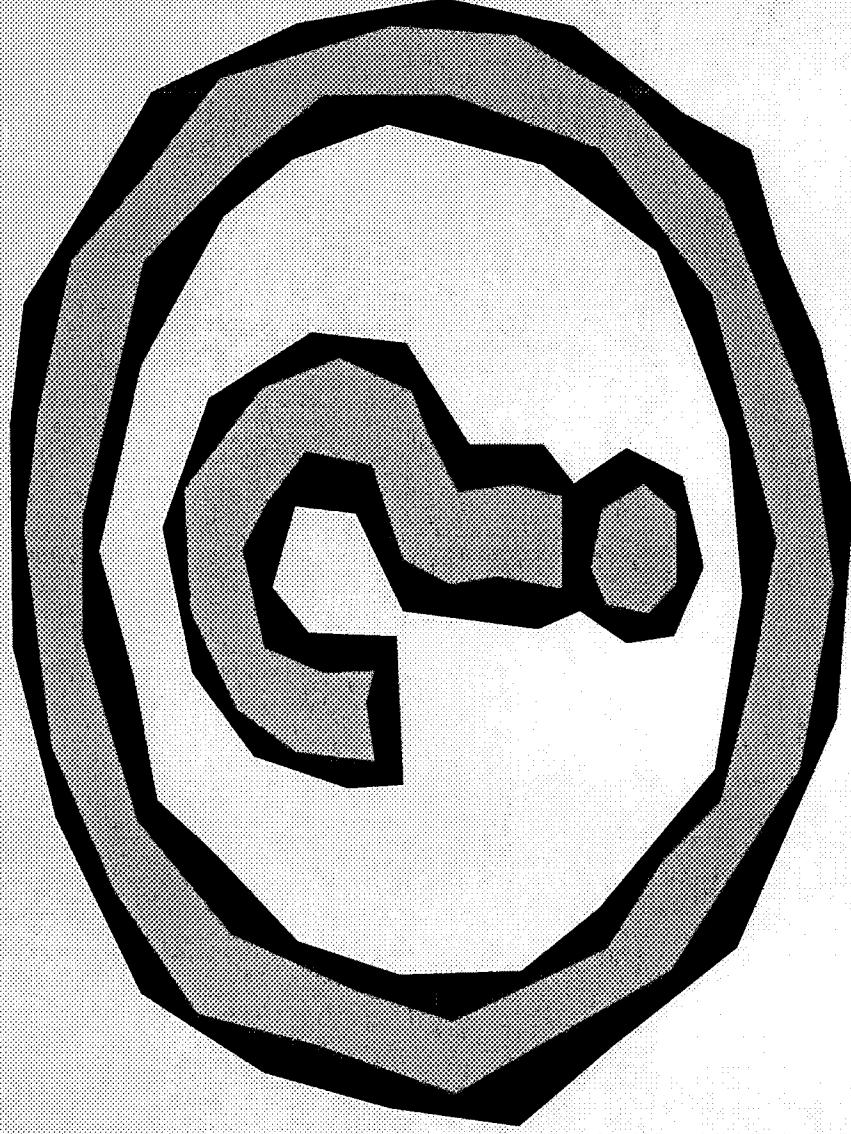
- General IT controls of data centers
- Application controls of major info. systems
- IT security
- Procurements of IT resources
- Other IT-related topics as identified in planning activities or directed by the AG

# **Risk-Based Audit Planning:**

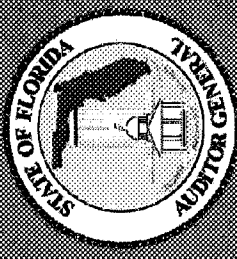
## **How Topics are Chosen**

- Annual survey of auditee's IT systems and infrastructure
- Discussions with stakeholders (legislative staff, OPPAGA, TRW, etc.)
- Discussions with other audit groups
- Review of planning files accumulated over course of year
- Risk ranking of entities and systems
- Annual Audit Plans are approved by the Auditor General

**Any Questions?**







# AUDITOR GENERAL

Department of Business and Professional Regulation

Single Licensing System

Information Technology Audit

Report No. 2004-149

# Single Licensing System

- Department of Business and Professional Regulation's system to provide licensure and regulations for specific industries and professions.
- The SLS consists of an off-the-shelf licensing application (LicenseEase), a customer contact (call) center, and an Internet portal.
- DBPR contracted with Accenture for the development and implementation of the SLS, and for multi-year application management services.

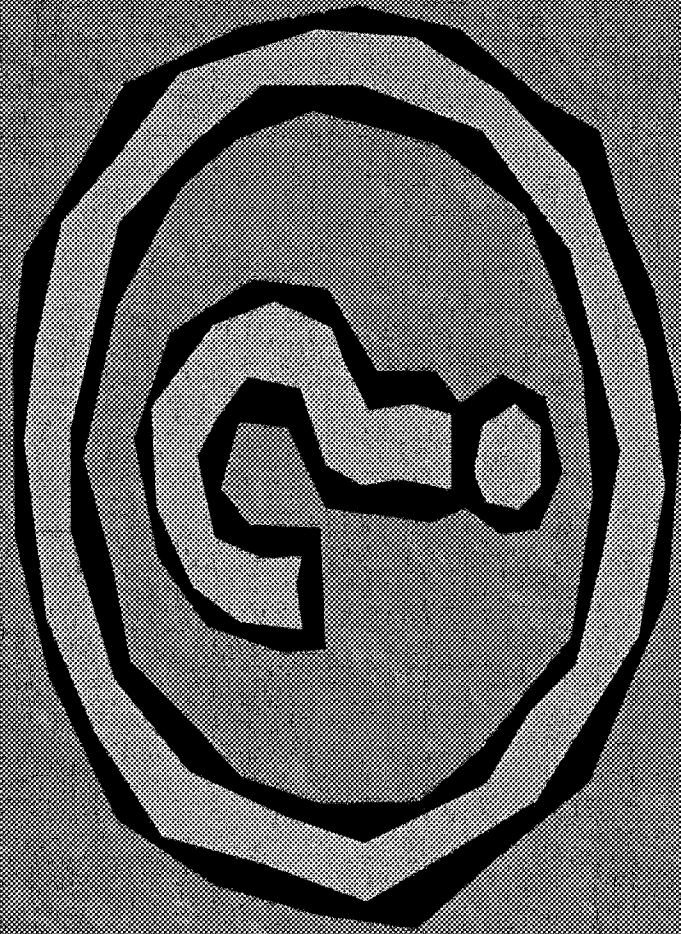


# Areas Where IT Management and Controls Needed Improvement

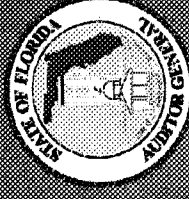
- Monitoring Contractor Performance
- Training
- Information Security
- Oversight of Positions of Special Trust
- Data Edits to Promote Accuracy and Completeness
- Service Level Agreements



**Any Questions?**



# AUDITOR GENERAL



Department of Management Services

MyFloridaMarketPlace System

Information Technology Audit

Audit Report 2006-015



# Department of Management Services

## MyFloridaMarketPlace System

- A Web-based eProcurement System; the State's Purchasing Subsystem pursuant to Section 215.93(1)(d), F.S.
- DMS is the functional owner pursuant to Section 215.94(4), F.S.
- Accenture is the application service provider.
- North Highland was contracted to provide performance monitoring of the Accenture contract and other consulting services.

# Department of Management Services

## MyFloridaMarketplace System

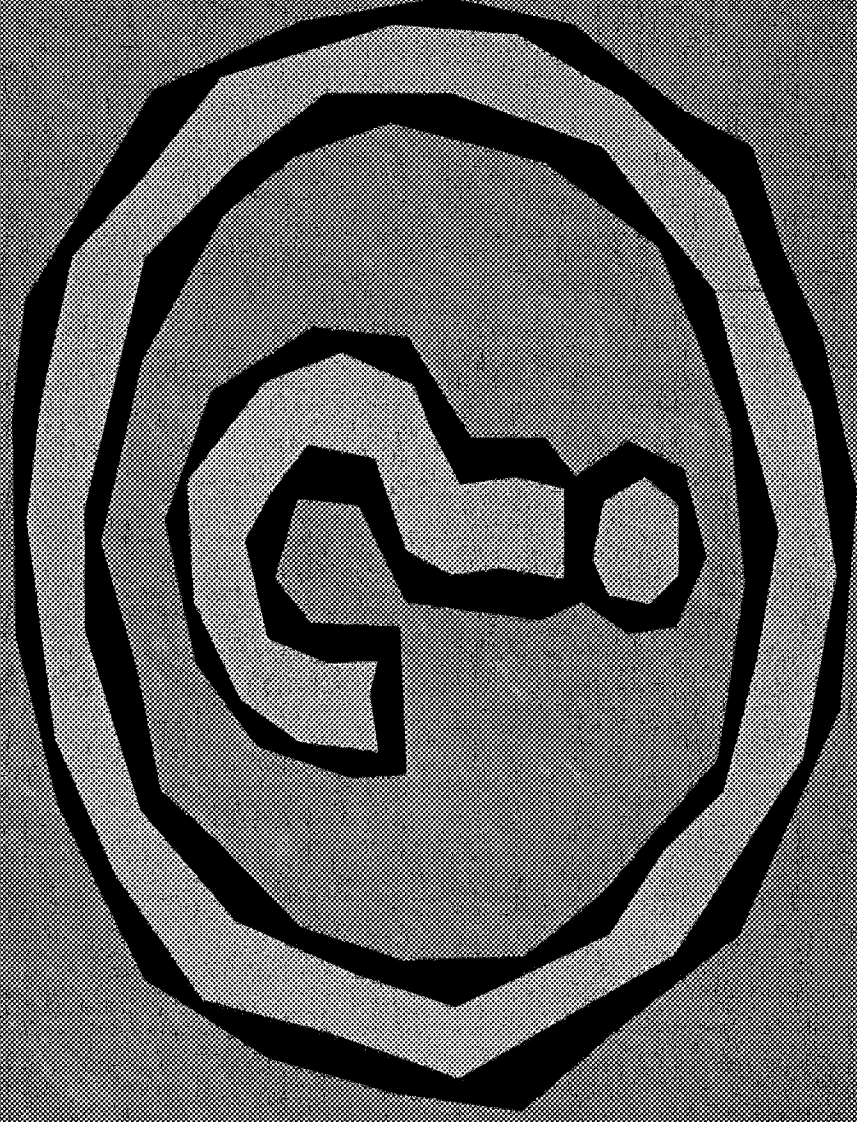
- Provides an Internet portal for vendors to register, receive bid information, post information on products and services, and receive POs electronically.
- Allows State agencies to view procurement data, access on-line catalogs and vendor information, and enter purchase requisitions.
- Automatically sends approved procurement transactions to FLAIR for payment.



# Key Areas Where IT Management Needed Improvement

- Functional Acceptance of the System
- Systems Development and Maintenance
- Monitoring of Contractor Performance
- System Performance and Capacity
- Continuity of Service
- Security of Data and IT Resources
- Data Management

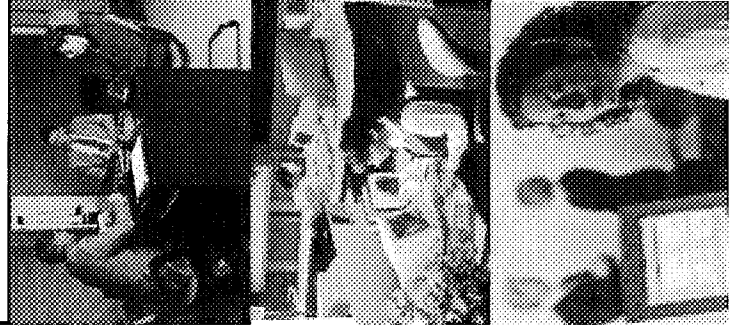
**Any Questions?**



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**DBPR**

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Right Now.*



# **Department of Business and Professional Regulation Single Licensing System**

**Spaceport & Technology Committee**

**January 26, 2006**

*Florida's future...*

**DBPR**

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# Single Licensing System Project

- Business Need
- Project Timeline
- Project Objectives
- Project Objectives Achieved
- Customer Contact
- Current Project Team
- Project Management
- Project Costs
- Benefits & Tangible Results
- Continuous Improvement
- Contacts



# Business Need

The Single Licensing System project originated with two (2) feasibility studies.

The Business Process Assessment and Feasibility Study identified a number of challenges facing the department including:

- Multiple fragmented systems (60+)
- Outdated technology
- Manual, cumbersome processes
- Lack of accurate, timely information
- Unsatisfactory customer service

The Customer Contact Center Feasibility Study identified a number of findings specific to the department's customer service operations including:

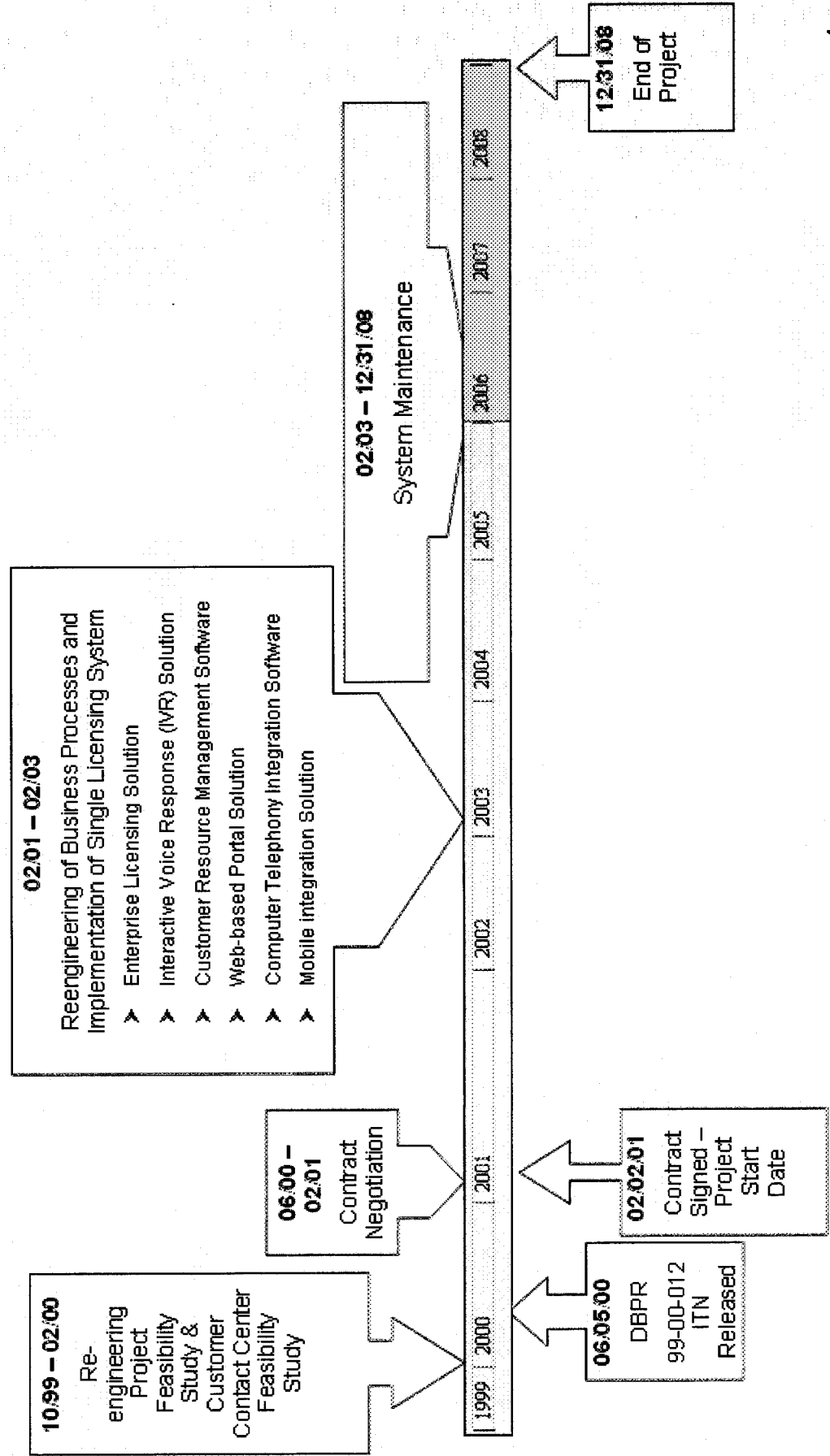
- Multiple entry points for customer service (200+)
- Multiple technical environments for the phone systems
- A large number of unanswered calls (estimated 1M+ annually)
- Inconsistent usage of resources
- Staffing inefficiencies

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# Project Timeline



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## Project Objectives

The intent of the Single Licensing System Project was to eliminate the known challenges and dramatically improve operating effectiveness through the re-engineering of business processes and the implementation of a state-of-the-art licensing system. The Project objectives were to:

- Improve business operations across divisions
- Improve customer service
- Centralize application processing
- Implement a more streamlined, cost-effective operation

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## Project Objectives Achieved

### ➤ **Improved business operations across divisions**

- Converted 200+ license types from 60 + systems on more than 15 different platforms into one Single Licensing System

### ➤ **Improved customer service**

- Implemented access to online services 24 x 7 (Web-based portal; IVR)
- Implemented online application and renewal processing
- Created a single point of contact (one phone number)

### ➤ **Centralized application processing**

- Centralized application processing for the licensing of all professions
- Centralized renewal processing and revenue collection for select businesses

### ➤ **Implemented a more streamlined, cost-effective operation**

- Re-engineered business processes resulting in improved process flow
- Implemented new mobile inspection technology
- Provided the ability to baseline business information

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# DBPR

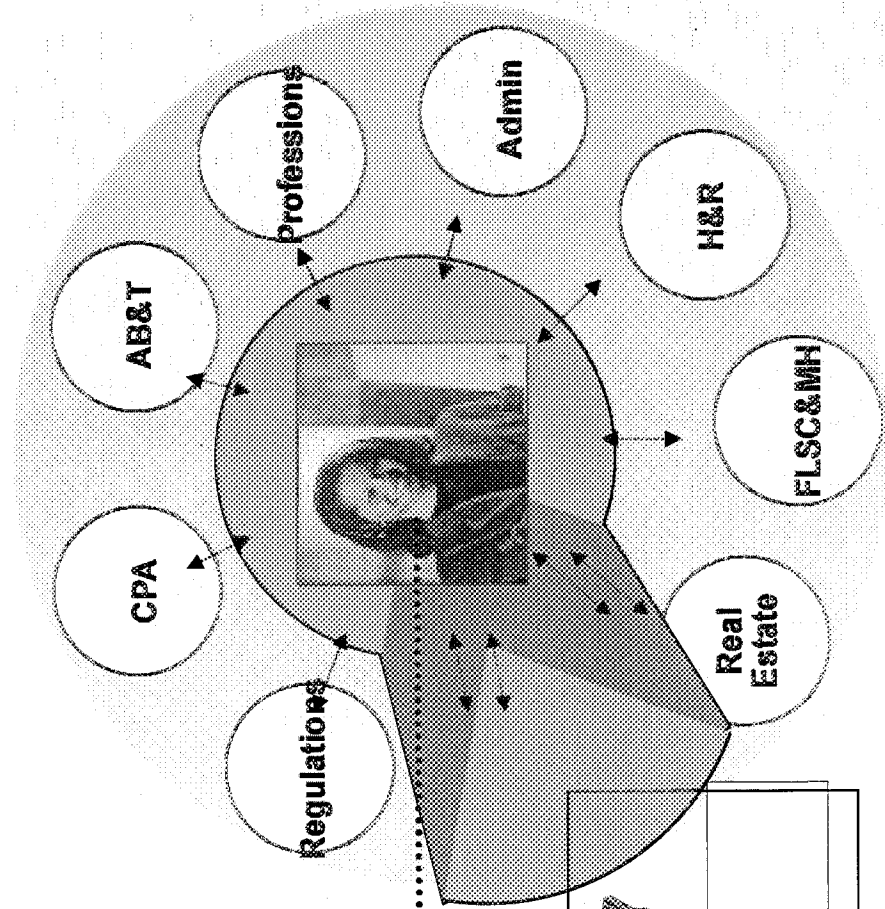
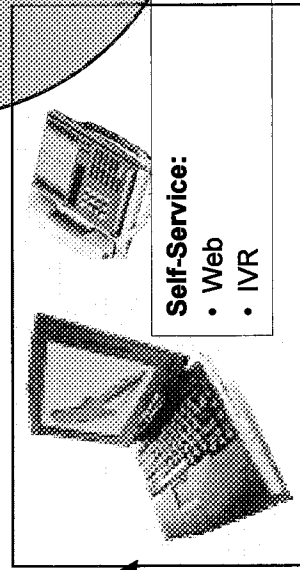
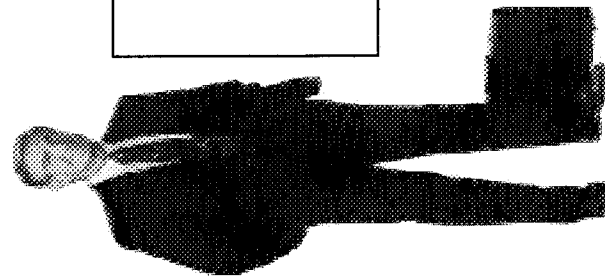
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## Customer Contact

A single point of contact for customers significantly reduces the number of unanswered calls while allowing program areas to focus on core business functions.

### Customers Include:

- Professionals
- Businesses
- Consumers
- Staff



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## Current Project Team

➤ Accenture

- Project Manager
- Technical Staff – responsible for system support, modifications, technical support and hosting

➤ DBPR

- Contract Manager
- Project Manager
- Technical Staff – responsible for network connectivity, desktop support, system configuration, correspondence, reports and operations
- Knowledge Champions (KCs) – within each division, KCs are responsible for extensive in-depth knowledge of business processes

## Project Management

- **Service Request Review** - Daily meetings are held between Accenture and DBPR IT staff to review service requests received during that business day, with a focus on proactively identifying system issues or trends.
- **KC Focus** - Weekly meetings are held between Division Knowledge Champions, DBPR IT staff and Accenture to review service requests received during the prior week. This is a one-on-one meeting with each division representative. The focus of the individual meeting is on understanding the business need and priority of the service requests.
- **Change Management** - Meetings are held weekly to review outstanding issues associated with the Single Licensing System. The focus of this collective meeting is to allow information sharing between divisions and provide system updates. This meeting is between Accenture, DBPR IT staff and Division Knowledge Champions.
- **Monthly Deliverable Review** – Accenture provides a monthly time report and written documentation regarding monthly service levels to DBPR's Deputy Secretary, Legal Counsel and CIO for review and approvals.
- **DBPR Performance Improvement Board (PIB)** - Established 10/04 to create, lead, support and implement performance improvements and quality. This Board meets monthly and is comprised of Senior Management and Division Directors.
- **Bi-annual Deliverable Review** – Accenture provides bi-annual deliverables regarding hardware/software refresh, performance benchmarks, operational manual and disaster recovery. These deliverables are reviewed by DBPR's Deputy Secretary, Legal Counsel and CIO.
- **Bi-Annual Contract Review** – Provides an opportunity to enhance the application maintenance portion of the contract as deemed necessary.
- **Invoice Review and Payment** – Payments to Accenture are reviewed and authorized by the DBPR Office of Budget and Financial Management.

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## Project Costs

	Projected Project Costs (through 12/31/08)	Actual Project Costs (As of 12/20/05)
<b>Design, Build, Implementation and Maintenance</b>	<b>\$69 Million</b>	<b>\$45.9 Million</b>

As of 12/05, the projected cost of the Project through 12/31/08 is approximately \$59 Million.



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# Benefits & Tangible Results

- **Better Customer Service**
  - Answer more customer inquiries
    - Over 1M calls centralized through the call center
  - Single point of contact (one phone number, one web-based portal)
    - Received over 19.5M customer contacts through the web-based portal, IVR and email
    - Average over 122,000 web-based portal visits per week
- **More Service Options**
  - Web-based portal services available 24/7 for license renewals, continuing education verification, inquiries and filing applications
    - More than 500,000 online accounts have been activated
  - Automated phone system available 24/7 for license renewals, inquiries and other functions
    - Over 30% of license renewals through the web-based portal, IVR and call center
- **Faster Processing Time**
  - Web-based portal and phone services reduce processing time
  - Re-engineering reduced backlogs and processing times
- **Simplified Interaction with the State**
  - Reduction of multiple forms and correspondence
- **Better Information to Manage Operations**
  - New process metrics and tools previously not available
  - Focused personnel resources
  - Ability to track the department's interaction with customers

*Florida's Future...*

**DBPR**

*Right Here,  
Right Now.*

## Continuous Improvement

- Continuing to improve customer service and business operations
- Focusing on training
- Monitoring the service provider for quality and compliance
- Updating the system hardware and software
- Obtaining the knowledge of service provider's roles and responsibilities

*Florida's future...*

**DBPR**

*Right Here.  
Right Now.*

# Contacts

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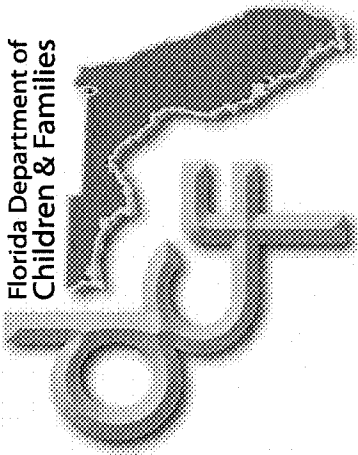
John McBride

Director of Legislative Affairs

Department of Business and Professional Regulation

850.487-4827

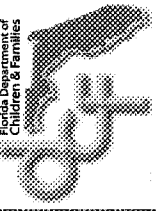
[John.McBride@dbpr.state.fl.us](mailto:John.McBride@dbpr.state.fl.us)



# HomeSafenet Technology and Review

Presentation to  
House Committee on Spaceport  
and Technology  
January 26, 2006





# What Is HomeSafenet?

- HomeSafenet is a Statewide Automated Child Welfare Information System (SACWIS), which is a federal initiative to ensure that child welfare best practices are implemented consistently across a state.
- Fully implemented SACWIS system includes (mandatory components):
  - Intake Management (Completed)
  - Case Management (Basic Case Completed)
  - Eligibility
  - Resource Management
  - Financial Management



# Timeline and Funding

Planning and Analysis	1994—1995
Culture Change Management	1996—1997
Procurement (Turnkey)	1997—1999
Implementation	1999—2006
Procurement (Systems Integrator)	2003—2006

- Project cumulative cost \$159,610,200 (includes SACWIS project state participation and federal funds participation related to SACWIS project)


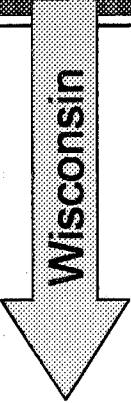

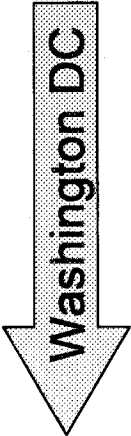

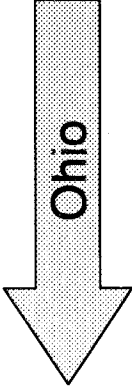

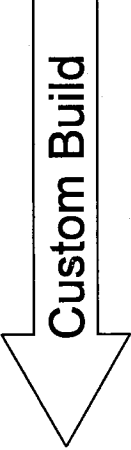


# Architecture

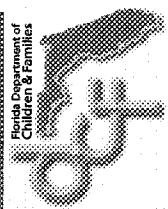
- 1994-1998: 3-tier client server (not web-enabled)
- 1999 to 2002: Multi-platform architecture with non-proprietary software solutions with modular components (presentation, business logic, and database management)
- 2002 to present: Web-based system
- 2006: Final architecture to be determined by systems integrator



# What Florida Was Offered

VENDOR	APPROACH	SOLUTION
	Transfer \$22,944,924	Address deficiencies in current HSn Transfer proven solution Leverage existing technical infrastructure 
	Transfer \$25,498,968	
	Transfer \$23,384,558	
	Custom \$18,450,900	





# The Vendor

Integrators Selected for SACWIS Procurements, 1994-2005

LA 2	eTX	OH	oDC	NJ
				AK
				o-WI
				IL
				LA
				AL
				WI
				NM
				RI
				CT
CA	NV	TX	IN	OK
ME	NY	AZ	CO	WV
				MA
				DC
				MD
				LA
				IL
				o-WI
				AK
				NJ

Web-based Systems

IBM TRW Accenture Unisys DRC Deloitte EIMS

## Full Implementations

- Wisconsin WISACWIS
- Wisconsin eWISACWIS
- New Jersey SPIRIT
- Alaska ORCA
- Illinois SACWIS
- Connecticut LINK
- New Mexico FACTS
- Rhode Island RICHIST

## Consulting by Staff Members on the CGI-AMS Team

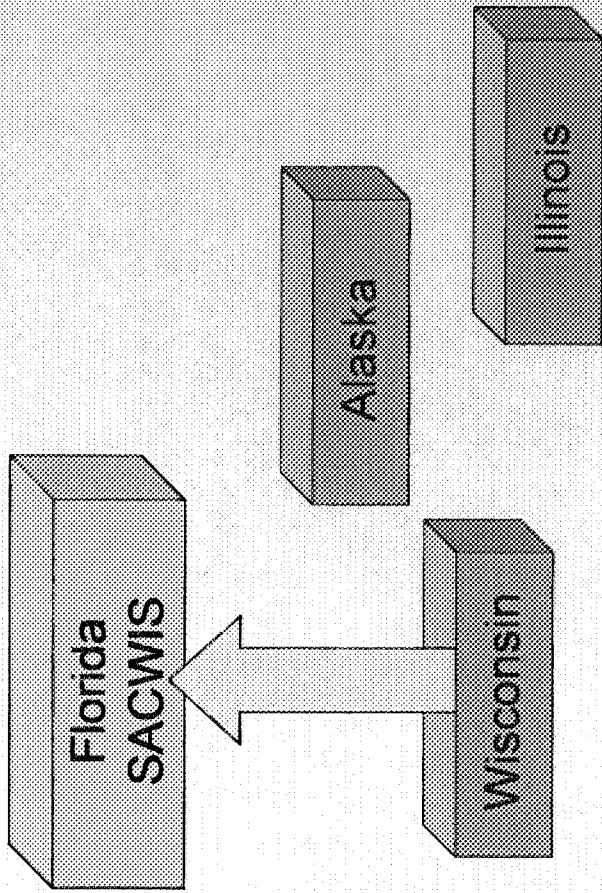
- Arkansas KIDS
- Colorado TRAILS
- Massachusetts FamilyNET
- Nevada (Clark County) SACWIS
- New York Connections
- New Hampshire Bridges
- Oklahoma KIDS
- Tennessee SACWIS
- Texas CAPS
- West Virginia SACWIS

## Planning, Requirements Design, IV&V, QA

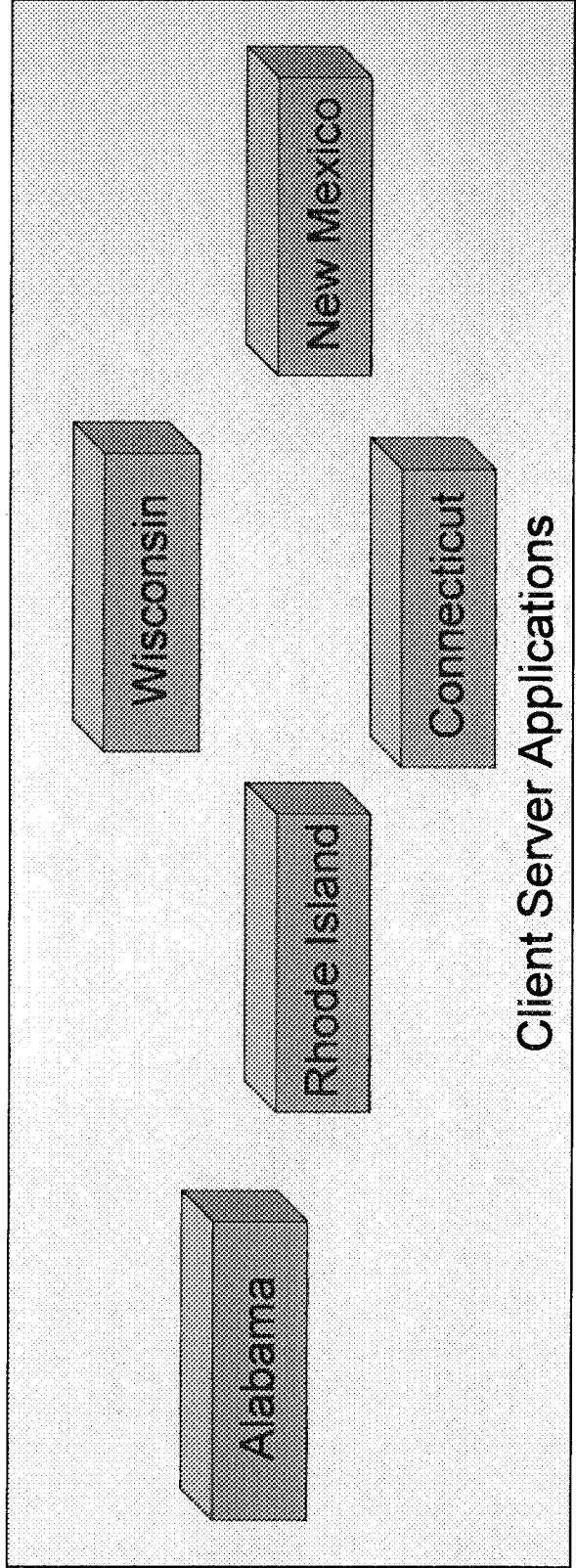
- Alabama ASSIST
- Arizona CHILDS
- Louisiana LAKIDS
- Maryland CHESSIE
- New York Connections
- South Dakota National SACWIS prototype



# The Solution



Web Based



Client Server Applications



## Outcome Measurement Dashboard – Bar Chart

**Outcome Measurements Dashboard**

Reporting Period: **CY2001**

Choose View: **Bar**

**Statewide Performance**

**Time to Reunification**

Quarter: Q1, Q2, Q3, Q4

% Reunited (0-12 mos)

Legend: Did not Meet Target (light gray), Met Target (dark gray), Federal Standard (76.2%) (white)

Quarter	% Reunited (0-12 mos)
Q1	~35
Q2	~75
Q3	~75
Q4	~75

**Recurrence of Maltreatment**

Percentage

Legend: Did not Meet Target (light gray), Met Target (dark gray)

Category	Percentage
Did not Meet Target	~75
Met Target	~25

**Outcome Measurement Dashboard - Time to Reunification by Race**

View Type: **Bar**

Percent

Legend: Did not Meet Target (light gray), Met Target (dark gray)

Race	% Reunited (0-12 mos)
White	~75
Black	~75
Hispanic	~75
Other	~75

**Time to Reunification by Race**

View Type: **Bar**

Percent

Legend: Did not Meet Target (light gray), Met Target (dark gray)

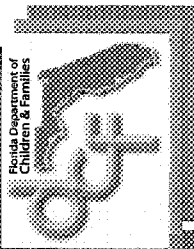
Race	% Reunited (0-12 mos)
White	~75
Black	~75
Hispanic	~75
Other	~75

**Statistical Data by Fiscal 0-12 mos**

Percent

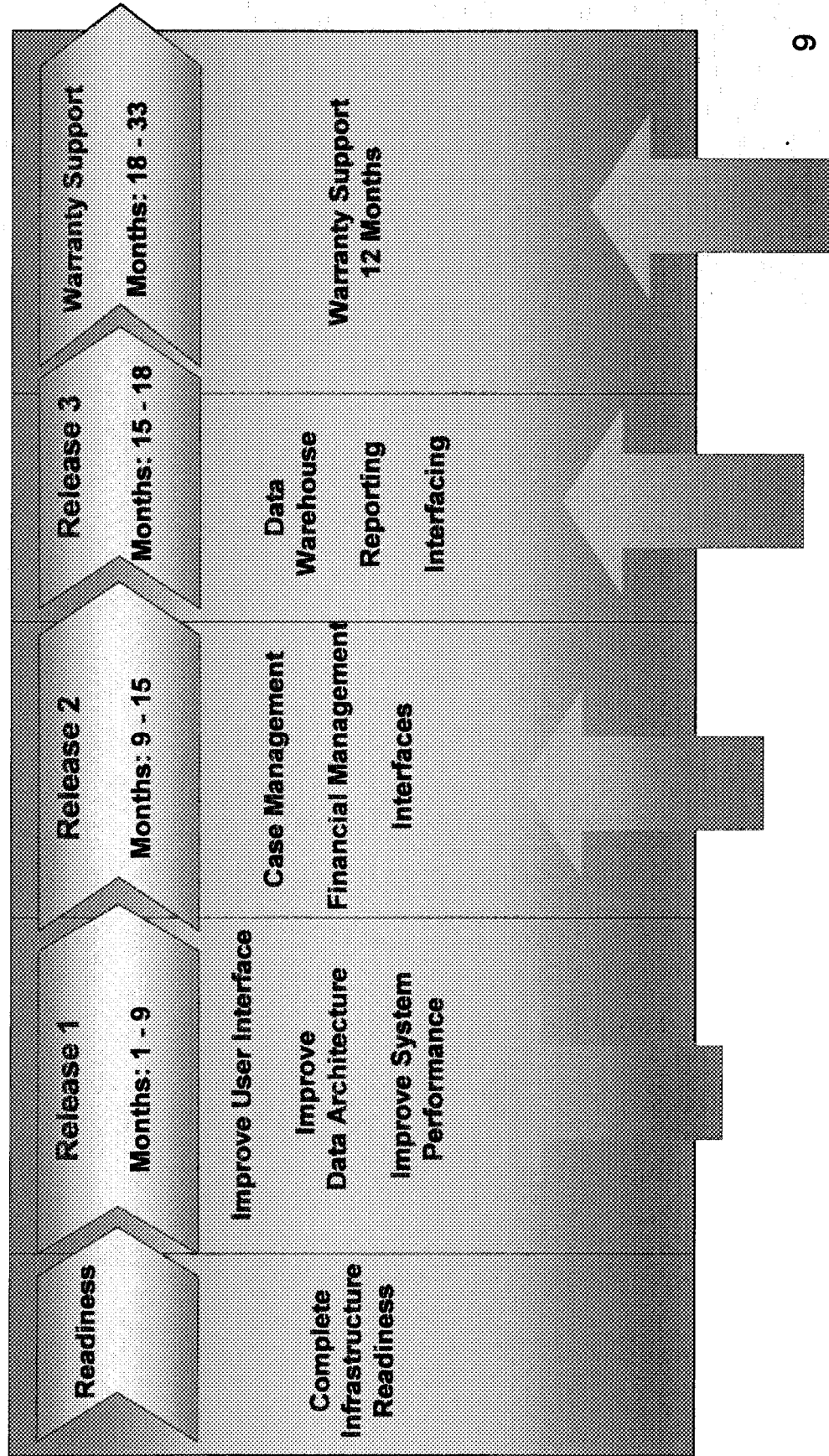
Legend: Did not Meet Target (light gray), Met Target (dark gray)

Category	% Reunited (0-12 mos)
Did not Meet Target	~75
Met Target	~25



# Project Time Line

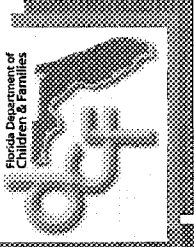
High Level Approach to Deliver Completed HSn





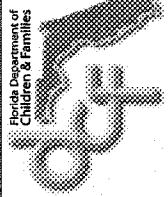
# Implementation

- Implementation/installation
  - Environment Assessment, Recommendations, and Testing
  - Installation Planning
  - HSn Security Integration
  - Operations Guide and Ongoing Maintenance
  - Disaster Recovery
- Train the Trainers
  - Instructor Lead Training
  - Web based training tools
- User Support
  - User Reference Guide
  - Online help and policy
  - Quick Reference guide
- Post Implementation Support
  - Incident Management
  - Maintenance Enhancements



# Change Management and Implementation Readiness Tools

- Field Office Planner
- Implementation Web site
- Onsite Support Planners
- Pre-implementation Readiness Assessment/Checklist
- Roadmap & Dashboard for monitoring progress



# Solution Benefits

CGI-AMS SACWIS Solution – Benefits for Everyone

## For Staff

- Standardizes consistent casework practice
- Standard decision making for safety, risk, and case planning
- Reduces paperwork
- Instantaneous statewide search capabilities for prior history on individuals
- 'Enter it once' philosophy reducing duplicate entry
- Alerts, ticklers, prompts for compliance with policy timelines
- Quality case decisions and actions

## For Families

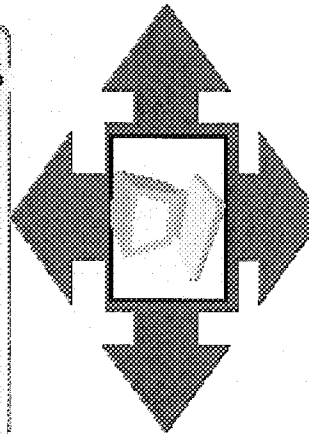
- Supports family participation throughout services delivery
- Enhances focused services delivery
- Drives strength based planning interventions
- Focus on child well-being, permanency and safety
- Up to date management of progress towards achieving desired outcomes

## For Managers

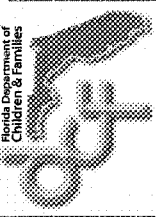
- Outcome measurement dashboard tracks compliance with Federal Standards
- Meets data demands from Legislators, Judiciary, Media and Public
- Historical and trend data for planning and budgeting
- Service, budget and spending reports
- Maximize Federal reimbursement
- Greater accountability to stakeholders

## For Supervisors

- Current, accurate data for reporting and performance management
- Supports accountability workload distribution
- Greater assurance of worker compliance with policy and procedures
- Online monitoring and quality mechanism
- Supports total resource management







# Value Categories - Approach

Component	How Measured
Solution Reuse Profile	<ul style="list-style-type: none"> <li>- Successfully transferred 5 times</li> <li>- Most effective use of State staff</li> <li>- 252 pages of preliminary analysis (appendix 2 of proposal)</li> </ul>
Conversion	<ul style="list-style-type: none"> <li>- Proven strategies and tools to reduce risk associated with conversion</li> <li>- Tool to streamline manual data entry</li> <li>- Conversion of 5 systems: HSn, ICWSIS, FAHIS, AES, and LFAS</li> </ul>
Integration Approach	<ul style="list-style-type: none"> <li>- Development of both sides of interfaces</li> <li>- State-of-the-art integration tools and infrastructure</li> </ul>
Performance Benchmarking	<ul style="list-style-type: none"> <li>- To be completed at CGI-AMS data center within first 30 days of contract</li> </ul>
Deliver results sooner	<ul style="list-style-type: none"> <li>- First release scheduled in 9 months</li> <li>- Early win, establish credibility and support</li> </ul>





# Value Categories - Functionality

Component	How Measured
Meets ITN Requirements	<ul style="list-style-type: none"> <li>- Delivers all functional requirements</li> <li>- Delivers required SACWIS requirements</li> </ul>
Search Engine	<ul style="list-style-type: none"> <li>- Proven, industrial-strength solution</li> <li>- Improves search results, data integrity</li> <li>- Offloads mainframe processing</li> </ul>
Business Intelligence	<ul style="list-style-type: none"> <li>- Integrated solution for all stakeholders</li> <li>- Reduces need for technical resources</li> </ul>
Proven in Multi-faceted Environment	<ul style="list-style-type: none"> <li>- Operational in Statewide, local agencies, private providers</li> <li>- Casework can be assigned to multiple parties</li> </ul>
Operational Focus	<ul style="list-style-type: none"> <li>- Enforces consistency in policies and procedures</li> <li>- Provides for accountability</li> <li>- Parameter driven controls</li> </ul>



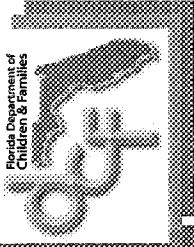
# Value Categories - Technology

Component	How Measured
Mainstream Technology	<ul style="list-style-type: none"><li>- Wide industry acceptance</li><li>- Matches Florida architecture, skills, licenses</li><li>- Solution uses Java and Apache Struts</li><li>- Supported by multiple vendors</li><li>- Open specification not controlled by one organization</li></ul>
Extend Mainframe Life	<ul style="list-style-type: none"><li>- Improved search</li><li>- Improved database architecture</li><li>- Offload data warehouse</li></ul>
Leverage CGI-AMS Mainframe	<ul style="list-style-type: none"><li>- Additional performance test</li><li>- Use for system development</li></ul>



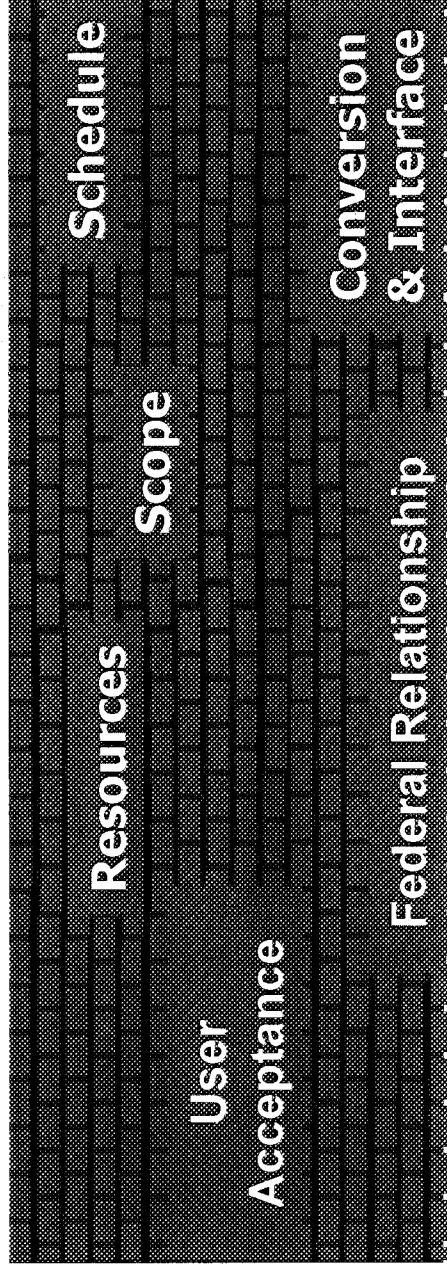
# Value Categories - Solution

Component	How Measured
Proven, In Production	<ul style="list-style-type: none"> <li>- Alaska, Wisconsin, New Jersey</li> <li>- Award winning solution (3 awards)</li> <li>- Proven performance metrics</li> <li>- Supports million+ transactions per week</li> </ul>
History of System Acceptance	<ul style="list-style-type: none"> <li>- 18,000 workers using it daily</li> <li>- Intuitive, easy-to-use system, refined through eight implementations</li> <li>- Forty-four years of aggregate operations</li> </ul>
Certification Expertise	<ul style="list-style-type: none"> <li>- Developed the SACWIS functional requirements</li> <li>- Built AFCARS and NCANDS prototype</li> <li>- More experience with certification process</li> <li>- 25 consecutive years experience working with ACF</li> </ul>

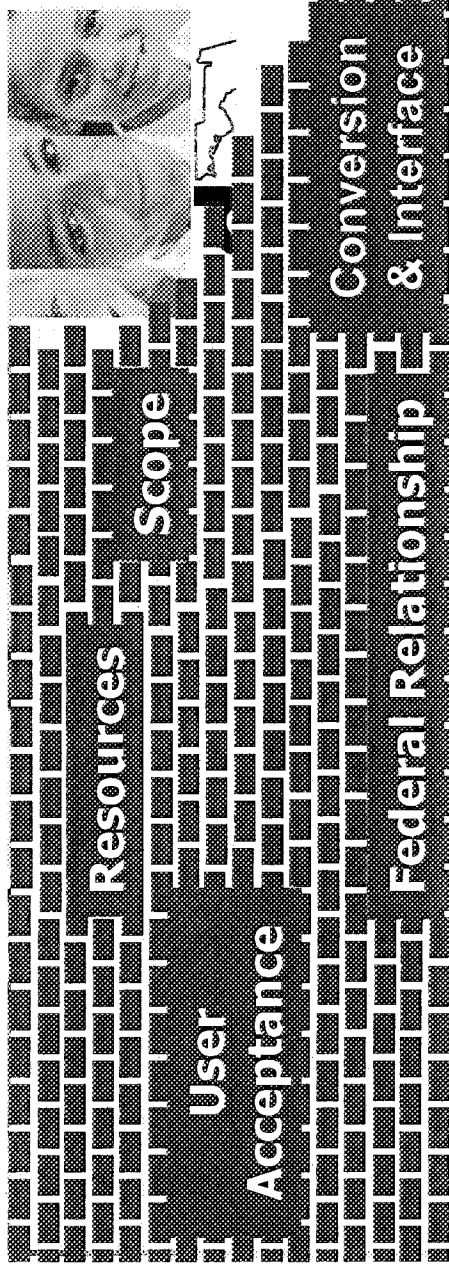


# Risk Barriers to Success

***“It’s not a matter of being comfortable  
with risk, it’s about reducing risk”***



# Schedule Risk

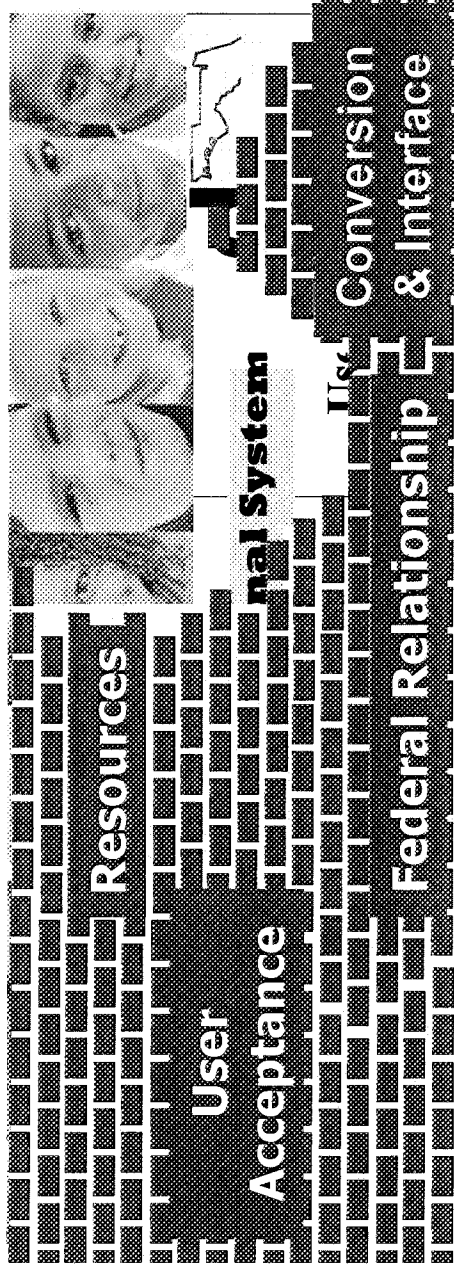


## Risk Mitigation Techniques to Remove the Barrier

- Leverage a proven asset
- Establish a partnership early with all stakeholders
- Use proven reuse methodology
- Use of project and change management tools



# Scope Risk



## Risk Mitigation Techniques to Remove the Barrier

- Use of tools to track and monitor requirements
- Real system available from day 1
- Experienced staff who have transferred this system before

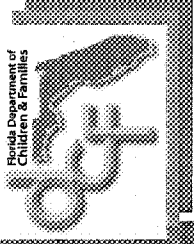


# Resource Risk



## Risk Mitigation Techniques to Remove the Barrier

- More active staff with SACWIS development and implementation experience than any other firm
- Staff with knowledge of child welfare best practices
- Targeted use of subcontractors - No commodity programmers



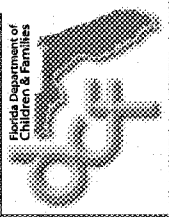
# User Acceptance Risk



## Risk Mitigation Techniques to Remove the Barrier

- Proven in-production system
- Earliest release – gain support early on
- Tools to support change management, communication, implementation
- Leverage lessons learned





# Conversion & Interface Risk



## Risk Mitigation Techniques to Remove the Barrier

- Implementation of both sides of the interfaces
- Automated Data Conversion
- Create one system of record



# Federal Relationship Risk



## Risk Mitigation Techniques to Remove the Barrier

- Integration of WRMA services project
- Understanding of Federal issues & concerns
- Continuing the current level of communication
- Leverage the experience and relationships that DCF, CGI-AMS, and WRMA have with ACF

# Summary

**Report Number:** 03-017

**Report Title:** Dept of Children and Family Services--HomeSafenet

**Report Period:** 07/1994-05/2002 & Selected Dept Actions Taken from 06/2002

**Release Date:** 08/26/2002

HomeSafenet is a child welfare and client management information system being developed by the Department of Children and Family Services (Department). Funding for the development of HomeSafenet originated in the 1994-95 fiscal year. As of the completion of our field work, an estimated 10% of the planned functionality of HomeSafenet was operational, with continued system development planned through June 2005. The Department reported to the United States Department of Health and Human Services, Administration for Children and Families (ACF) for Federal reimbursement the actual cost of HomeSafenet development and implementation through March 2002 to be approximately \$89.8 million. As of July 2001, the Department projected a total system cost of \$230.1 million in its HomeSafenet Project Analysis document.

Our audit of HomeSafenet focused on evaluating selected aspects of the Department's development and implementation of HomeSafenet during the period July 1994 through May 2002. Our objectives were to determine the progress of the HomeSafenet implementation and the adequacy of the Department's procedures, records, and documentation, and to determine if Federal and State requirements for a child welfare system are sufficiently addressed by HomeSafenet. In addition, we reviewed the reasonableness of projected and actual costs for the development, implementation, and maintenance of HomeSafenet, evaluated the effectiveness of project management controls and practices, reviewed the suitability of the technical platform of HomeSafenet, and reviewed the progress made by the Department in implementing recommendations provided by special project monitors for improving management of the HomeSafenet project.

Highlights of our findings concerning the status of HomeSafenet include the following:

- Development of the child welfare system has been significantly delayed and prolonged by a stringent process for obtaining Federal approval of development plans, unsuccessful attempts to procure a system, changes in system development strategy, functionality changes in the initial release, changes in system architecture, failure to meet productivity estimates, inclusion of Quality Delivery System (QDS) functionality, and significant turnover in project management.
- The Department's current HomeSafenet management team has made improvements in project management, particularly in project reporting.
- Based on Department documentation, the functionality planned by the Department for HomeSafenet, when completely implemented, appears to generally adhere to the Federal and State requirements for the child welfare program. The inclusion of QDS functionality, although not a specific Federal or State requirement, appears to promote compliance with Federal and State laws and regulations and provide increased assurance of more

consistent and informed decisions related to child safety. QDS design documents reflect an analysis of applicable laws and requirements that stipulate core business functions.

- The Department had reasonably addressed recommendations for improving management of the HomeSafenet project provided by special project monitors, pursuant to Section 282.322, Florida Statutes.
- The State Technology Office, Enterprise Project Management Office had not formalized its procedures for reporting identified high-risk technology projects to the Legislature and the Governor and had not formally assessed the level of risk associated with proceeding to the next stage of the HomeSafenet project, as required pursuant to Section 282.322(2), Florida Statutes.
- Significant resistance to HomeSafenet existed among the intended users of the system, particularly the community-based care providers.
- Staff cost associated with HomeSafenet was generally supported by Department records evidencing that the employees' job responsibilities were HomeSafenet related.
- Although the Department appeared to have reasonably monitored system usage and taken appropriate actions concerning capacity and user hardware issues, future system capacity upgrades and user hardware replacement may be needed. The Department indicated that it had included provisions for projected upgrades and user hardware replacement in the Department's total estimated system cost.
- Although newer releases of HomeSafenet have provided improved data edits, initial versions did not provide sufficient edits to ensure data integrity.
- HomeSafenet users did not always input data timely.
- Department administration of HomeSafenet contracts did not always ensure that contract payments were accurately recorded in the Florida Accounting Information Resource Subsystem (FLAIR) and that appropriate evidence of the Department's review and approval of contractor invoices was maintained. In addition, the Department maintained duplicate service contracts with two separate vendors.
- The Department's accounting records and systems did not provide efficient and effective identification of costs associated with the HomeSafenet project.
- Due to errors in the compilation and preparation of Federal reports, the Department overstated HomeSafenet expenditures to the ACF, which required a \$2.4 million reduction in Federal funding.
- Out-of-state travel expenditures charged to HomeSafenet appeared to have been reasonably and necessarily incurred.
- Due to several factors, the Department's meeting the HomeSafenet project estimated completion date of June 2005, at a projected total cost of \$230.1 million, is questionable.

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**The Secretary's written response to the audit findings and recommendations in audit report No. 03-017 is included on the Auditor General web site.**

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# **FALCON**

## **Florida's Integrated Criminal History System**

### **Pilot Project – October 2006**

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#### **Implementation of Jessica Lunsford Act Requirements**

Small, relatively inexpensive one to four-finger fingerprint capture devices will be used as part of FALCON to either (a) *Validate a subject's identity*, using at least one finger and subject demographic information (such as SID); or (b) *Search and identification* of a subject, using only the subject's two to four fingers and no other demographic information. This "**Rapid ID**" utility will enable:

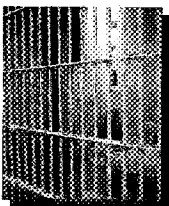
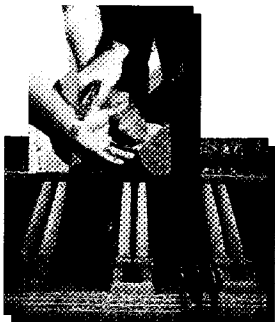
- **Re-registration of Sex Offenders** – Sheriffs' Offices will be able to biometrically confirm the identity of sex offenders.
- **Biometric Identification of Probationers** – Probation Officers with the Department of Corrections will be able to biometrically confirm the identity of a probationer at the time they report for supervision.
- **Creation of Arrest Notification List for Probationers as a result of Biometric Identification or via the use of a State Identification Number (DLE)** – Probation Officers with the Department of Corrections will be able to create a "watch list" to identify probationers for which they want to receive a notice when the probationer is subsequently arrested.
- **Management of Arrest Notification for Probationers** – Probation Officers with the Department of Corrections will be able to update or delete probationers on their watch list using the State Identification Number (DLE).

### **Build 2A - December 2006**

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#### **FALCON Identification and Notification**

- Expansion of the capabilities associated with the Rapid Identification of offenders to a wide variety of customers including:



- **Court Room Appearances** – The courts will be able to confirm the identity of defendants (sex offenders, for example) at the time of court appearance.
- **Creation of Arrest Notification List Using a State Identification Number (DLE)** – Law Enforcement Officers will be able to create a "watch list" on persons of interest for whom they want to receive a notification when the subject is arrested.
- **Correctional facilities (including juvenile facilities)** – Jail administrators will be able to quickly confirm the identity of inmates being released and moved within and between facilities.
- **Local Law Enforcement** – Law Enforcement Officers will be able to identify individuals at locations other than booking facilities, at roadside stops for example.
- **All incoming arrests** can be searched against retained fingerprints of **applicants**, and **notifications** of an applicant's subsequent arrest sent to employers, who will be able to control the inclusion/exclusion of subjects to be monitored.
- **All incoming arrests** can be searched against fingerprints of "**persons of interest**" identified by law enforcement, and **notifications** of a subject's re-arrest sent to law enforcement, who will be able to control the inclusion/exclusion of subjects to be monitored.

- **New and Improved Tenprint Matchers** - will be implemented which will enhance the fingerprint verification process.
- **DNA Confirmation** - The process of collecting and processing DNA obtained from those convicted of specific crimes is costly. FALCON will enable those involved in this process (courts and corrections) to confirm whether or not a DNA sample is already on file, and prevent a sample being taken unnecessarily.



# **FALCON**

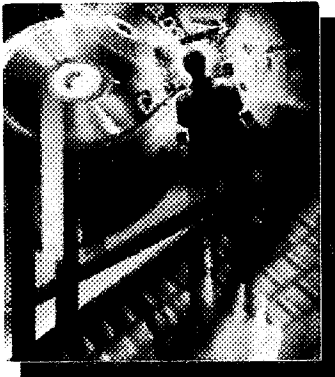
## **Florida's Integrated Criminal History System**

### **Build 2B – Anticipated September 2007**

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#### **FALCON Arrest Processing**

- **Non-proprietary livescan equipment:** Booking agencies will be able to use livescan equipment other than Printrak, to submit full arrests; i.e., providing the equipment is capable of submitting information to FDLE in NIST format. Any vendor's (NIST compliant) livescan device will be capable of FALCON connectivity and submitting full arrest processing.
- **Image submissions:** FALCON will be capable of collecting and storing images of scars, marks, tattoos and mugshots; however, the searching and managing of these images will not become a function of FALCON until Build 3, when FALCON is scheduled to become the FDLE integrated criminal history system database of record.
- **Palm print submissions:** FALCON will be able to collect and store palm prints as part of the booking process; however, as with images, the searching and managing of these prints will not become a function of FALCON until Build 3, when FALCON is scheduled to become the FDLE integrated criminal history system database of record.



#### **Criminal History Record Checks for Non-Criminal Justice Customers**

- **Fingerprint-based criminal history checks:** FALCON will provide fingerprint-based (as opposed to name-based) applicant criminal history requests, and enable customers to manage the **notification process** when employees are subsequently arrested.
- **Billing, financials:** A complete financial system will be implemented, interfacing with the state's financial system, and provide improvements to the management of the billing processes for all criminal history requests by non-criminal justice customers.
- **Public criminal history record checks** (name-based) will be available via internet "shopping cart."
- **Firearms purchase** processes will be streamlined and efficiency improved.

#### **Fingerprint Processing**

- **Latent print matching improvements** will be implemented.
- **A document management system** will be implemented to enhance the processing of manual submissions.



# FALCON

## Florida's Integrated Criminal History System

### Build 3 – Anticipated October 2008

#### AFIS and CCH Integration

- FALCON will become the **database of record** during Build 3, and will replace the current CCH and AFIS completely.
- FALCON will provide a **much-improved RAP sheet**, which affords the customer with options for organization and viewing of information contained in a subject's criminal history.
- **Palm print searching & matching** capability will be implemented.
- **Image searching & matching** capability will be implemented.
- **Agencies will be able to make corrections** of criminal history information "owned" by that agency.
- **Improved management of the Seal/Expunge** function will be implemented.
- **Arrest dispositions** will be improved, as the disposition of certain arrests, such as Notices to Appear and Direct Files, which do not presently involve fingerprint capture, will be able to be entered into a subject's criminal history as standalone dispositions, as fingerprints are able to be captured at the time of adjudication.
- **The sex offender/predator & career offender registration process** will be improved and will validate the time/place of the subject's registration with ten-print biometric identification and notification of the event to the subject's probation officer. (Implementation of the Jessica Lunsford Act will dictate earlier implementation of certain registration improvements).

### Build 4 – Anticipated June 2009

- **FALCON Disaster Recovery Site**
  - A criminal history **disaster recovery system** will be established.
  - The disaster recovery site will be able to be utilized as a data warehouse for **more complex analysis of data** without impacting the effectiveness of the primary FALCON database.
- **Complex interfaces** to FALCON will be able to be developed, including:
  - Florida Law Enforcement eXchange (FLEX)
  - Clerk of the Court information systems
  - Justice information systems
  - Intelligence systems
- **Advanced technology features**, such as facial recognition may be added to FALCON, assuming that by that time, such technology is sufficiently mature.



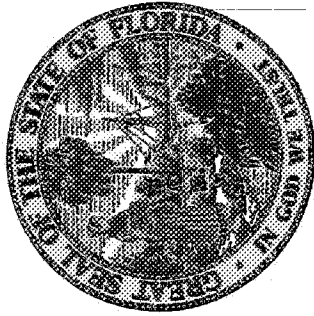
**FALCON**

***Florida's Integrated Criminal History System***

For more information visit  
[www.falconichs.com](http://www.falconichs.com)

or email  
[FloridaFalcon@fdle.state.fl.us](mailto:FloridaFalcon@fdle.state.fl.us)





# **Department of Management Services MyFloridaMarketPlace (MFMP) and MyFlorida.com**

**House Spaceport & Technology Committee  
January 26, 2006**

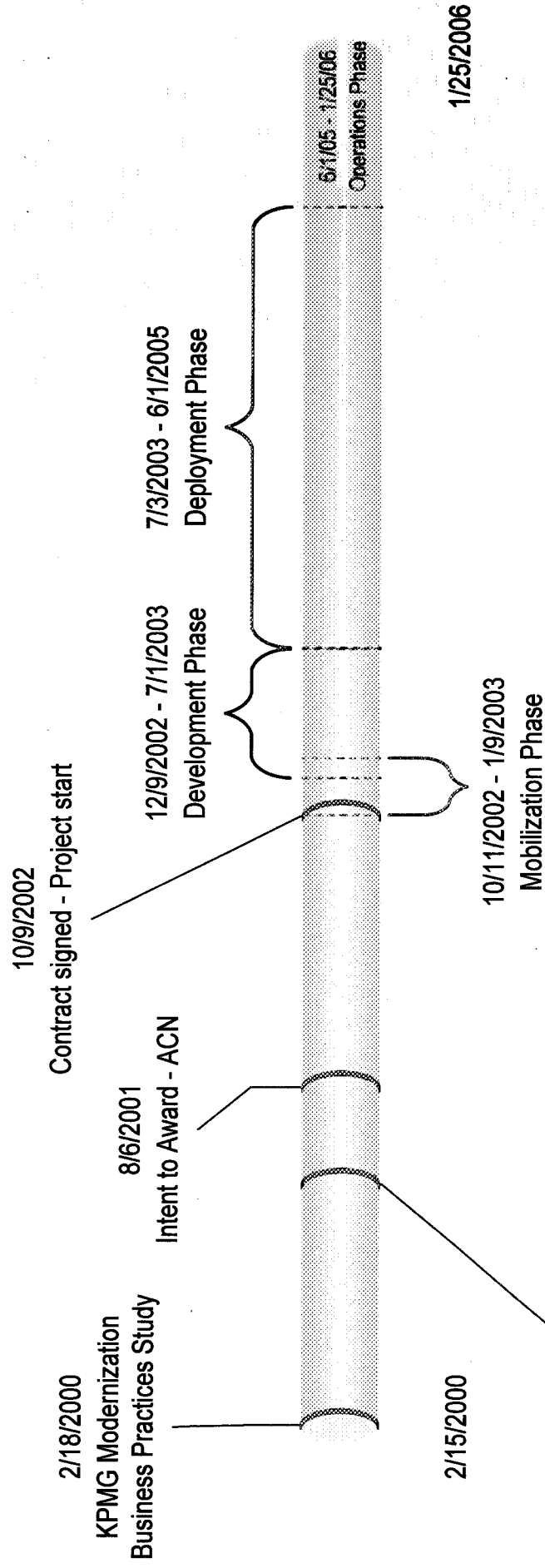
# MyFloridaMarketPlace (MFMP) Overview

## ■ Mission

- Operate state procurement electronically to enable a more efficient and effective government

Specific Objectives	Status
Implement a single, statewide eProcurement system	Still relatively new, MFMP is a web based system implemented in all the Executive Agencies
Aggregate all State spending into a buying channel for strategic sourcing	All agencies live as of May 2005 are currently capturing information to help with strategic sourcing initiatives
Leverage new technology and capitalize on best practice	MFMP primary components are Ariba with additional 3 <sup>rd</sup> party and custom components
Become a self-funding program covering both DMS LBR and Accenture operating expenses	MFMP is fully funded through the 1% Transaction Fee
Enable and facilitate One Florida	More than 19,000 of the 60,000 vendors registered with MFMP represent Minority Business Enterprise businesses
Generate savings through strategic sourcing and process efficiencies	MFMP saves Florida taxpayers an average of \$10M/year based in initial samples of 6 procurements

# MFMP Timeline – Conception to Current



3/5/2001  
DMS ITN No. DMS 00/01-015 for a  
Web-Based Electronic Procurement



## **MFMP Project Overview**

### Highlights

- Project Management Methodology
- No major schedule variance relative to project scale and complexity
- Third party monitoring
- Successful implementation of system

### Challenges

- Insufficient focus on Process Re-engineering
- Resource constraints
- System performance issues – insufficient benchmarking & testing
- Relationship with Service Provider

# MFMP Financial Overview

- Project is self-funded

	Actual (thru Nov 2005)	Projections for Original Contract Term (10/02-11/07)
Gross Revenue	\$42,240,019	\$86,427,540
—		
State Purchasing LBR Costs	\$18,207,219	\$31,763,024
Net Revenue Share	\$24,032,800	\$54,664,516
**Other Revenue	\$1,486,699	\$4,318,796
Total Projected Revenue for Vendor	\$25,519,499	\$58,983,312

\*\*Includes Change Orders approved through contract modifications and Change Orders projected for which funding has not yet been secured - example, Aspire implementation.

# **Current State - Project Organizational Change**

Last nine months, the project has experienced significant organizational structure changes yielding positive results:

- Project Manager – PMI certified, public & private sector IT experience
- Deputy Project /Operations Manager – PMI certified increased focus on agency user base
- Dedicated IT resource – PMI certified
- Process Improvement Team – recruited from State Agencies for direct experience
- Integrated coordination with State Purchasing Office

# Performance Measurement

Modification 4 executed in November 2005 with emphasis on Performance Measures more stringent and clearly defined. Specific focus areas include:

- Accenture accountability – Contract renewal contingent on meeting PMs
- System performance – Response time measurement of actual business functions
- Business functions:
  - 100% success for FLAIR integration encumbrances & payments
  - 100% of payments are processed timely
  - Procure-to-pay life-cycle monitored to ensure agency usage
- Application support
  - 100% of system fixes incorporated
  - System fix priority defined more clearly
- System enhancement satisfaction criteria
- 100% resolution on Customer support within 1 week
- Customer service satisfaction level – 80% satisfaction minimum
- Weekly status on all PMs

# **Performance Monitoring**

MFMP leadership improving performance and service provider monitoring.

- Customer Support calls audited – 20% audited for accuracy and quality of response
- System performance timings to monitor for usability
- Verification and validation of Performance Measure Reporting – not just a review of the numbers submitted
- Re-emphasis of Third Party as a “Monitor” not an “Augmenter”





## **Customer Service**

MFMP leadership reinvigorating role as a “service” provider to State agencies.

- Proactive MFMP leadership opening new channels of communication with agencies and intervening with service provider on behalf of the agencies for customer support calls
- Functional focus groups created from key agencies with positive feedback and results
- Customer outreach to address specific agency issues with “hot fix” process support provided
- Independent surveys to validate satisfaction level
- Integrated Change Control Board including Agency involvement in key roles



## **Auditor General IT Audit Status**

Update of our action plan from the AG IT audit complete in July 2005:

- 17 Findings with recommendations – 29 resulting action items
- All action items are on track to meet completion dates
- 13/29 (45%) complete
- 23/29 (80%) complete by end of February 2006
- Balance complete by end of FY



# **MyFlorida.com Portal**

## **Portal Definition:**

Gateway for the World Wide Web with rich navigation, a collection of loosely integrated features, and a diverse, large target audience.

## **Objective:**

Establish a centralized Portal site for anyone to access State information and services.

## **Status:**

Accomplished. The MyFlorida.com Portal is now an ongoing operation with several projects kicked-off and managed throughout year to enhance and improve the Portal.



## History

- MyFlorida.com Portal was established in 2000 in compliance with legislative mandates.
- Links to Agency Web Sites were added through 2001.
- Continued improvement of the User Interface in 2003-04, with links to major eGovernment Services.

## **Today's Portal Features**

- Menu Navigation for:
  - Visitor
  - Floridian
  - Business
  - Government
  - Get Answers
- Hot Topics
- Government Headlines
- Banners
- eGovernment Services
- Emergency Banner Display
- Licensee Search and Access
- FAQ Knowledgebase
- Dynamic Q&A
- 411 Quick Search
- Homeland Security Status
- Legislator Search
- Driver License Office Locator
- MyFlorida eNews sign-up
- Agency-at-a-Glance
- MyFlorida.com Feedback

## **Daily Operational Activities**

- Maintain health of Portal and Enterprise Tools.
- Enterprise Tool upgrades.
- Maintain custom content management applications.
- Governor's Office, other agencies and governmental entities – text, banners, hot topics.
- Maintain links.
- Daily aggregation of Web site logs for Web analytics.
- Search engine maintenance.
- RightNow Technologies (FAQs) updates.
- Respond to Public Feedback questions and problems.
- Periodic Section 508 compliance checks for Portal and agencies.
- Graphics creation and modification for Portal.
- Coordinate Portal Advisory Group meetings.
- 24-Hour On-Call.



## **Key Initiatives**

- **Ensure Section 508 Compliance – Ensure Portal is accessible to the disabled community.**
- **Portal Reconfiguration – Eliminate expensive software with low value to cost ratio; consolidate hardware infrastructure.**
- **Content Management System – Put content changes in hands of content authors; more attractive solution for agencies.**
- **Re-architect Portal site – Utilize current best practices in Web design to create more manageable, less costly Portal. More attractive to agencies.**
- **Rebuild Infrastructure – Allow Portal infrastructure to grow as Portal adoption by agencies increase.**
- **New Navigation Model and Look & Feel – Flexibility for more layers of content; more intuitive navigation; enhanced user interface.**



## **Key Initiatives**

- Agency-related Content Layer – Better representation of agency-related information.
- New Search Engine – Move to less expensive hardware solution that provides greater value.
- Template and Standards Redevelopment – Make MyFlorida.com templates for new design available to agencies for site development to increase consistency among sites.
- Security and Privacy Standards – Development of standards based on latest technology and best practices.
- Multiple Language Translation – Implement the Portal in multiple languages to reach more Floridians.
- Enterprise Tool Access Process – Establish clearer and easier processes for accessing and using Enterprise Tools.
- Added Functionality – Facility locator with maps, personalization of homepage, weather and traffic information.



## Portal Costs

- 2004-2005 \$ 1,215,000
  - ☐ Create enhanced Look & Feel
  - ☐ Create applications for managing agency information
  - ☐ Web site development and assistance
- 2005-2006 \$ 580,705
  - ☐ Maintain existing Portal and finalize strategic direction based on transition to DMS
- 2006-2007 Requested \$ 1,106,585
  - ☐ New CMS purchase and implementation
  - ☐ Search engine replacement
  - ☐ Staff augmentation



DEPARTMENT OF MANAGEMENT  
**SERVICES**

"We serve those who  
serve Florida."

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**JEB BUSH**  
Governor

**Tom Lewis, Jr.**  
Secretary

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[www.MyFlorida.com](http://www.MyFlorida.com)

December 23, 2005

The Honorable Allan G. Bense  
Speaker, House of Representatives  
Room 420, The Capitol  
402 South Monroe Street  
Tallahassee, Florida 32399-1300

Dear Speaker Bense:

Pursuant to the requirements of proviso accompanying Specific Appropriation 2753 of the Fiscal Year 2005-06 General Appropriations Act, the Department of Management Services is submitting the attached 3-Year Plan for the MyFlorida.com Portal detailing the following:

- business objectives,
- expected outcomes,
- project milestones,
- project deliverables, and
- anticipated expenditures.

Should you have any questions, please do not hesitate to contact me at (850) 414-7355 or John Ford, Interim Deputy Secretary of Enterprise Information Technology Services at (850) 410-4777.

Sincerely,

Tom Lewis, Jr.  
Secretary

# **MyFlorida.com Portal**

## **3-Year Plan**

**As required by proviso in Specific Appropriation 2753**

**December 23, 2005**

**Enterprise Information Technology Services  
Department of Management Services**

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### **3-Year Plan**

This 3-Year Plan was created as required by proviso in Specific Appropriation 2753 with direction from the Technology Review Workgroup (TRW). It identifies a vision, a strategy, and objectives for the state Portal over the next three years.

The following components are included in the plan:

- Business objectives
- Expected outcomes
- Project milestones
- Project deliverables
- Anticipated expenditures.

The format of the Operational Work Plan (OWP) was recommended for this 3-Year Plan. The plan is closely modeled after the OWP format, however in certain areas the format deviates because the OWP is for a specific project, with a start and end date and other characteristics specific to projects. The MyFlorida.com Portal is an on-going operation managed by an operational unit. References will be made in this document to the operational aspects of the Portal Team.

### **Background**

MyFlorida.com is the legislatively mandated Portal for the state of Florida, providing access to information, products, and services available to visitors, businesses, and government. Prior to the inception of MyFlorida.com, there was no way for citizens to conveniently access state information from a single location. Governmental entities were beginning to identify the increasing importance of making their information available to the public via the Web, but often lacked the knowledge, resources, and funding necessary to create and maintain an effective Web presence.

The MyFlorida.com Portal was established in 2000 in compliance with Legislative mandates. Links to agencies' Web sites were added through 2001. The Portal was significantly re-engineered and redeployed in April 2002. In fiscal year 2003-2004, MyFlorida.com underwent a major redesign of the user interface, making it easier to use and navigate. In addition to the newly designed look and feel, the MyFlorida.com interface was equipped with multiple calls-to-action (navigational links) for those services most commonly used by citizens.

The MyFlorida.com initiative has made significant progress in improving usability and providing overall design and accessibility guidance to agency Webmasters. Today, there are many state-of-the-art tools implemented to enable an enterprise-class Portal and Web presence, and significant hardware and infrastructure to run it. However, establishing a modest number of Portal driven pages that provide access to completely separate Web sites in segregated infrastructures using disparate tools doesn't allow the

state to meet its objectives. This plan identifies a strategy and set of objectives for aligning Portal direction with the vision for MyFlorida.com.

## **Portal Defined**

There have been many definitions of the term Portal. Most that relate to Web sites point to Portals like Yahoo as examples. However, the more basic definition that applies to MyFlorida.com is as follows:

**Portal** – A term, generally synonymous with gateway, for a World Wide Web site that is, or proposes to be, a major starting site for users, or that users tend to visit as an anchor site. Technically speaking, a Portal site includes a starting page with rich navigation, a collection of loosely integrated features, and a diverse, large target audience.

**Government Portal** – A Portal (as described above) that is more narrowly created for a specific government.

## **Strategic Direction**

Current proviso states that no funds in Specific Appropriation 2753 shall be used to implement the outsourced development or operation of an enterprise Portal service. The strategic approach for the next three years is as follows.

- Establish and facilitate a Portal Advisory Group consisting of Webmasters, Public Information Officers, and Information Security Officers from as many agencies interested in participating. Obtain recommendations for identified enterprise opportunities and for Portal direction. Coordinate recommendations with CIO Council.
- Incorporate low cost, current technologies to better automate support and maintenance of the Portal and its content, to improve the look and usability of the Portal, and to ensure accessibility of the Portal through adherence to Section 508 standards of the Rehabilitation Act of 1973.
- Rely on General Revenue over the next three years. The self-funded model discussed in 2003 and 2004 was based on, and relied upon, one or more of the following: the ITN006 contracts and business model; outsourcing of the Portal and its operations; unrealistic expectations of agencies paying the total cost of Portal operations in return for the use of Portal tools and infrastructure. General Revenue should be used to support, enhance, improve, and grow the Portal, and to carry out efforts that create enterprise efficiencies and potential state-wide cost savings through the use of Portal tools and functions by state entities, and to generally achieve the Portal's vision (see section Portal Vision).
- Measure cost savings to the state through measuring the level of Portal adoption by agencies and other government entities (see section Portal Integration –

Portal Adoption). The measure will be taken at the end of Fiscal Years 06-07, 07-08, and 08-09.

## **Guiding Principles**

The following are guiding principles that will be used in carrying out the vision of the state Portal, consistent with the Strategic Direction.

- Utilize technologies that are current in market, proven stable, and low cost. Utilize open system technologies to the extent that it satisfies this principle.
- Hardware and software infrastructure should be architected for scalability such that costs can follow the level of adoption by agencies and other government entities.
- Utilize information architectures that allow the most flexibility in modifying Portal look and feel and implementing new page layouts and new functionality.
- The management (adding, updating, deleting) of content should be in the hands of the most appropriate content author to the extent possible.
- Everything deployed should be coded to Section 508 standards.
- Enterprise-wide tools should be implemented and used by all agencies where appropriate to realize cost savings for the state.

## **Portal Advisory Group (PAG) Setup and Initial Results**

During the first quarter of Fiscal Year 05-06, the Portal Team worked with the agencies and established a Portal Advisory Group (PAG) with the intent of ensuring every agency has the opportunity to impact the activities and direction of the MyFlorida.com Portal. The focus of the Portal Advisory Group is to identify and prioritize efforts that provide enterprise benefit and value to state agencies and entities. This group was formally established on August 26, 2005, at the last Webmasters meeting to which Public Information and Information Security stakeholders were invited. The Domain Leaders group (agency-represented group for assisting with Portal standards and direction) was recognized for their accomplishments and as coming to an end. The Portal Advisory Group is open to all interested stakeholders and meets every two weeks. The first meeting was held September 7, 2005 where PAG processes were established and the process of identifying key, prioritized efforts to address began. The PAG will be establishing and spearheading committees to research and make recommendations on the top prioritized enterprise initiatives. All agencies were invited to participate in the committees created for specific topics and needs. Recommendations will be taken to the Chief Information Officer (CIO) Council for further discussion and consideration for implementation.

The initial top priority items identified by the PAG to address were:

- **Content Management System (CMS)** – Many Web sites, including the MyFlorida.com Portal, use custom code to add/modify/delete content that is dynamic in nature. Dynamic content is information that changes or is added often. Examples are press releases, news reports or documents that often or regularly become available, calendar events and meeting results, etc. When new types of information need to be made available, new custom code must be written to handle the dynamic information. This code is in effect an administration system that allows the originator of the information to publish it onto the Web without needing to have Web developers modify or create static html pages – a time consuming process. Implementing a Content Management System would provide for more automated ways to create new areas of information on a Web site, and the means for originators of information to author it, review it, obtain approval, and publish it, without the need to write additional custom code for the dynamic data. Many agencies identified the need for better content management which makes this a strong candidate for enterprise focus.
- **Richer content that better represents agency information** – Today, all agencies are represented in the MyFlorida.com Portal. The Agency at a Glance pages provide information about the agencies, the eGovernment services they make available, and provide access directly into the agencies' public Web sites. However, since the Portal is a central, and heavily accessed, point of entry for the public and businesses, the agencies feel that the Portal can better present information along subject lines of interest to the agencies – better informing the public and businesses and further directing them to appropriate agency information and services.
- **Search Engine** – Several agencies are currently evaluating the benefits of different search engines on the market. Although the Verity Ultraseek search engine implemented in and used by the MyFlorida.com Portal is a good engine, many changes and improvements have taken place in the market concerning search engine options and functionality. A more popular approach today being considered by agencies is Google's Search Appliance. This is another area in which an enterprise approach would be the most beneficial and cost effective – having agencies purchase their own search engines would be very inefficient.
- **Enterprise Web Developer Collaboration** – Many of the Webmasters and Web developers have identified the need for better collaboration among the state's Webmasters, Web developers, and other stakeholders through the use of mature tools available in the market today. Some agencies have tools in place that may be able to be used across all agencies.
- **ADA Compliance** – Governor Jeb Bush has taken steps to make it clear that our electronic systems need to be Section 508 compliant and maintain a high level of accessibility and usability by the disabled. Standards and tools need to be enhanced to better help and enable agencies in this area.
- **Security** – Information security has been given more and more attention over the last couple of years. Work has also been done by government security



organizations to identify ways in which information can be vulnerable through Web access. Agencies also recognize that security breaches of one Web site can make information within the same infrastructure vulnerable. Standards for Web development and deployment need to be established to address security as it pertains to information, infrastructure, and Web coding.

- **Privacy Policy** – Agencies agree that an enterprise privacy policy should be established and documented that is also reflected in the appropriate rules of the state and is enforceable. Standards should then be reviewed in light of the privacy policy and updated accordingly.
- **Links to the Outside** – Many agencies recognize the concern of linking to sites outside the state and making users aware of the fact that they are entering areas not controlled by the state. However, agencies are very concerned that constant and repetitive messages and delays will cause significant user dissatisfaction. Approach and policy needs to be addressed at the enterprise level.
- **Web site Template Development** – Several agencies and government entities have utilized the MyFlorida.com Portal's design and templates that have been made available, and many agencies utilize the standards that have been developed by the Domain Leaders group coordinated through the Portal Group. As the content is re-architected to better represent agency information, and as new technology and techniques have become available, agencies desire that updated and more robust templates be developed that better enable agencies to utilize the MyFlorida.com standards and help ensure Section 508 standards compliance, security, and best practices in site development are incorporated.

## **Portal Integration and Portal Adoption**

There has been much talk about “integrating agencies into the Portal”. However, no one has been able to identify just what this means. Similar statements used include “agencies being on-board with the Portal”, “agencies integrated with the Portal”, “agencies moving to the Portal”, “agencies in the Portal”, “agencies using that product”, and “agencies using the Portal”. Some of these statements suggest the idea that creating a Portal means purchasing software specific to “Portal creation”, and that without that software (or set of software components) a Web Portal doesn't exist. This is not true – a simple HTML-based Web site can be a Portal if its intent and purpose is to be a gateway to other sites and services. These integration statements suggest that integrating into the Portal means having “Portal creation” software in place and having agencies re-deploy their sites using this software. This cannot be what “integrating into the Portal” means since no special software is necessary for building and deploying a Portal. So, “integrating into the Portal” must mean something else.

Web sites, whether acting as Portals or not, can be created using many different approaches, languages, and tools, just as software applications can be created using many different languages. An agency creating an application using the programming language Java would not suggest that all agencies should start using Java to build their applications. Sites can be built using a variety of programming languages such as

HTML, PHP, Perl, CGI, ASP, ColdFusion, Oracle PL/SQL, JSP, and many other approaches. Having all agencies use the same technology does not provide cost savings, and would require agencies to re-staff and retool. However, to the extent common technologies and hardware platforms are used by multiple agencies, it makes sense to consolidate for cost savings.

So what would "integrating agencies into the Portal" mean? Although defining integration may be difficult, most people with interest in the Portal state similar basic benefits of integration. These include:

- Consistent look and feel across agencies – This would include a common navigation approach, and would indicate to users as they navigate through information that they are still on the state Web site, therefore reducing confusion. However, this benefit gets the most discussion since many feel that agencies should be able to maintain uniqueness in their site and their look, but identifying the line between consistency and acceptable uniqueness is difficult. (No cost savings; benefit is in usability.)
- A higher degree of opportunity for proper coding to Section 508 standards, meaning better accessibility by the disabled community. (No cost savings; benefit is potentially better accessibility.)
- Reduction of costs by using a common infrastructure (in this case a common hardware and software platform) for Web site hosting. (Cost savings.)
- Reduction of costs by using enterprise Portal and Web related tools with enterprise licensing. (Cost savings.)

Using these benefits as goals may better define what "agency integration" means. The following table maps integration points of potential benefits to the goals listed above.

Goal	Integration Point
Consistency of State Look and Feel	Use of templates and style sheets created by the Portal Team, and standards created in collaboration with the agencies, which include the navigation model and look and feel of MyFlorida.com. Although templates are not necessary to create the same look and navigation they can assist agencies in accomplishing this goal.
Higher Degree of Opportunity for Accessibility	Use of Section 508 Compliance monitoring tools made available by the Portal Team. No matter what templates are used, it is up to the Webmaster and every Web developer to understand Section 508 standards and ensure site accessibility. Templates do not ensure compliance – proper coding of pages and content does.

Goal	Integration Point
Reduction of Costs by Using Common HW/SW Infrastructure	Deploying Web sites using a common state hardware (HW) infrastructure including high availability, backup and recovery, and disaster recovery. This item is dependent on an agency's Web site. An agency whose site is coded to Section 508 standards and employs a MyFlorida.com look and feel, but uses ASP on an NT platform, may spend more on efforts to completely rebuild its site for a different HW platform and technology than it would save on HW consolidation. Also, agencies that would not be able to reduce HW by moving would find little savings in doing so.
Reduction of Costs by Using Enterprise Portal and Web Related Tools.	<p>Using the tools characteristic of Portals that can be shared enterprise-wide. Today these include:</p> <ul style="list-style-type: none"> <li>• HiSoftware's ACC Monitor – ADA compliance checking.</li> <li>• Web Trends – Web analytics reporting.</li> <li>• Verity's UltraSeek – statewide search engine.</li> <li>• RightNow Technologies – FAQs and dynamic Q&amp;A.</li> <li>• This list may be added to by the PAG efforts.</li> </ul> <p>Common use of a CMS that can be made available enterprise-wide. This could also facilitate look and feel consistency through use of common components. Use by agencies is dependent on cost of total redeployment of agency site and content versus benefit of Content Management System.</p>

Based on the above, the level of agency integration is determined by the level by which each agency and other government entities adopt:

- Templates that help incorporate consistent MyFlorida.com look and feel and agency-created standards.
- Portal supplied ADA Compliance checking tools or otherwise ensuring Section 508 compliance.
- The Portal HW infrastructure at the State Resource Center (SRC)- when cost effective.
- The use of the enterprise license of the Portal's ADA Compliance monitoring software instead of purchasing additional licensing.
- The use of the enterprise license of the Portal's Web Analytics software instead of purchasing additional licensing.
- The use of the enterprise license of the Portal's Search Engine implementation instead of separate licensing.
- The use of the enterprise license of the Portal's FAQs and dynamic Q&A functionality instead of separate licensing.
- Other enterprise accessible Web tools and solutions as they come available through Portal Team implementation and/or PAG recommendation.

Based on the above, going forward and for the purposes of this document, “agency integration” will be rephrased as **“Portal adoption”**. Portal adoption will be defined by the above points, and the level of Portal adoption will be determined by the level in which agencies and other government entities utilize the Portal as described above.

## **Portal Vision**

A vision is what an end result should look like. The vision of the Portal is what the Portal and the Portal Team should be to the various stakeholders.

To the public and to businesses the Portal is to be:

- 100% accessible to all users, coded to Section 508 standards of the Rehabilitation Act of 1973. It is the Portal’s vision that all state-related information available through the Portal be accessible to the disabled community.
- An informative, easily navigated Web Portal, of the state of Florida, providing a positive and pleasant experience to any user.
- A gateway to all on-line services of the state (considered eGovernment Services).
- Access to all branches of state government.
- Access to information and sites of all state agencies, committees, tasks forces, and other governmental entities.
- Quick access to items considered “Hot Topics” within the state.
- A source for answers to any question concerning state government and doing business with the state.
- A way to locate all state government locations and facilities.
- A place to search for any information pertaining to state government.
- Accessible in the more frequently spoken languages in Florida.
- Personalization for quick access to subjects of interest.
- Fluid and current in the information provided.
- A mechanism for feedback to government issues and activities.
- A resource of information pertaining to businesses in the state.
- An access point for other frequently desired information that can be scoped to the state, such as weather and traffic information.

To agencies and other government entities, the Portal is to be:

- A repository and presentation, at the state-wide Portal level, of agency-related content that state Public Information Officers and other agency management personnel find important to convey pertaining to subjects of interest to the public or businesses.

- A Web Portal infrastructure that can house agency Web sites, if desired, for lower cost deployment and maintenance, and a tool set to help enable a consistent look and feel, ADA compliance, and state standards adherence.
- A place to post critical information for immediate public and business consumption.
- A repository of all state facility locations within the state, for all state entities, along with contact information, maps, and directions, with quick access.
- A Content Management System for agencies that allows key agency business personnel to quickly update their agency content for sites utilizing the Portal infrastructure, allowing for quicker publishing of important information and less reliance on technical personnel for this function.
- A nationally recognized Portal ranked in the top five in the nation.

To agencies and other government entities, the Portal Team is to be:

- A facilitator of a state-wide Portal Advisory Group to discuss and advise on Portal direction and Web enterprise initiatives to benefit the state as a whole.
- A repository and provider of current standards and guidelines for Web site development.
- A repository and provider of templates and style sheets to aid in Web site development.
- A provider of enterprise tools for Section 508 compliance checking to help ensure accessibility.
- A source for privacy policy information.
- A source for security standards and practices, and security policy information.
- A provider of enterprise search engine access, maintenance and updates.
- A provider of an enterprise Web analytics toolset for obtaining statistics on access and use of agency and other state entity Web pages.
- An implementation coordinator for a Web-based, enterprise tool for collecting and housing answers to FAQs, and facilitating the posting of questions by the public and the systematic response to the questions by the Department of State or other state entities.

## **Current and Ongoing Operations**

The MyFlorida.com Portal is an in-place, operational Web site. The Portal Team is an ongoing operational unit. In addition to the objectives defined later in this document, the Portal Team is responsible for the continued operations of the Portal. Continued operational activities associated with Portal operations include:

- Maintain the health and availability of the Portal and its associated software packages used in daily web access by Florida citizens. These packages

currently include Portalbuilder, Quickblocks, WebTrends, ACC Monitor, UltraSeek Search Engine, and the RightNow Technologies Knowledgebase of FAQs and dynamic Q&A functionality.

- Maintain eight custom applications developed for managing content within the MyFlorida.com Portal.
- Manage MyFlorida.com content as requested by the Governor's office and other agencies and government entities, including emergency management information.
- Maintain the extensive taxonomy of links associated with the MyFlorida.com Portal.
- Perform daily aggregation of multiple Web site logs for Web analytics using Web Trends.
- Perform regular maintenance on the Search Engine and purge collections.
- Manage the banner graphics throughout the Portal, and their rotation.
- Manage Hot Topics as requested by the Governor's office, other agencies and government entities.
- Perform regular updates to the RightNow Technologies (RNT) information structure pertaining to available answers to FAQ, and the real-time Q&A process. (RNT and the Search Engine currently get the most hits of MyFlorida.com.)
- Respond to "dead link" reports throughout the Portal.
- Respond to daily questions, comments, and problem reports that arrive from the public and agencies.
- Respond to graphics creation, modifications, and design changes associated with the Portal.
- Perform periodic checks of the Portal and other sites for Section 508 Compliance and accessibility.
- Coordinate and participate in Portal Advisory Group meetings.

### 3-Year Plan Major Initiatives and Benefits

In considering the legislative intent in creating the Portal and using the input of the agency-based Portal Advisory Group, the following are the major objectives over the next three years for meeting the needs of the state as it pertains to the enterprise Portal.

Major Initiatives	Description	Benefits/Outcome
Portal Reconfiguration	<p>The Portal currently employs tools that are either too expensive for their use, or not supported. These tools need to be eliminated to reduce costs, and the Portal configured to work without them. Two tools that fall into this category are Portalbuilder from Tibco, and Quickblocks from the company of the same name. Portalbuilder was implemented by Yahoo. It allows portlets to be created and assembled. Its annual maintenance is \$150,000 a year and it manages about five pages. Quickblocks was implemented at the same time and was bundled with the Portalbuilder implementation.</p> <p>The hardware (HW) infrastructure was built out to support many agencies utilizing the same platform. With the removal of the above tools, the HW can be consolidated, reconfigured, and reduced.</p>	<ul style="list-style-type: none"> <li>• Cost reductions can be realized by eliminating tools that aren't necessary or do not provide benefit beyond their costs.</li> <li>• Hardware reorganizing will create savings through reductions, and will better position the Portal team to create a more scalable architecture that will allow costs to be controlled.</li> </ul>
Revamp Site and Information Architecture	Advances have been made in the technology and art of architecting Web sites. Extended use of style sheets and plug in components will allow the Portal and other sites to change more easily and with less work. With	<ul style="list-style-type: none"> <li>• A better site and information architecture will make changes and enhancements less costly for the Portal team and agencies. Better architecture of site</li> </ul>

Major Initiatives	Description	Benefits/Outcome
	<p>additional content desired by agencies to better represent their subject matter, the organization of the information presented will need to be re-architected for appropriate access. Additional information can be made present on pages to better indicate characteristics of a page and where it is in relationship to the site as a whole. Storage of content will be re-architected for more efficient centralized storage, and better access to components by agencies and other entities.</p>	<p>components will reduce infrastructure costs and make access to Portal components easier for agencies to access.</p> <ul style="list-style-type: none"> <li>• Creates more flexibility for agencies when using the Portal platforms and tools, making use more attractive.</li> <li>• Ability to more quickly adapt to changes in ADA requirements.</li> </ul>
Rebuild Infrastructure	<p>It appears that the Portal infrastructure was built from the beginning to house many agencies with content and components distributed among several servers. This creates an expense that remains until growth is significant. The Portal needs to establish an infrastructure that is designed for scalability.</p>	<ul style="list-style-type: none"> <li>• Right-sizing the Portal infrastructure will reduce costs early on. A scalable infrastructure will allow the platform to grow as Portal adoption increases. This will keep size and use of the infrastructure in line, thereby saving money.</li> </ul>
Establish New Navigation Model and Look and Feel	<p>With the implementation of additional content to satisfy agency needs for Portal content that is more pertinent to agency business, the navigation model will need to change to reflect a richer set of content for which to access.</p> <p>Container design, page layout, graphics, and color schemes need to be enhanced to allow for richer content, additional navigation, and a pleasant experience for MyFlorida.com users.</p>	<ul style="list-style-type: none"> <li>• Allow for more layers of content to support more agency-related content as requested by the agencies in the Portal Advisory Group.</li> <li>• New navigation will provide for easier recognition of placement in Portal site.</li> <li>• Easier and more intuitive use by the public.</li> </ul>



Major Initiatives	Description	Benefits/Outcome
		<ul style="list-style-type: none"> <li>• Re-engineered page layout to make room for additional navigation and functionality.</li> <li>• Creation of more flexibility in how agencies can use the same platform and approach.</li> </ul>
Establish new Agency-related Content Layer	<p>The Portal is a central and heavily accessed point of entry for the public and businesses, and the agencies feel that the Portal can better present information along subject lines of interest to the agencies. This effort is to implement an additional content layer to convey topics, information, and services that pertain to subject matter more recognizable to the public and of importance to one or more agencies.</p>	<ul style="list-style-type: none"> <li>• Satisfies agencies' concerns that their information is not well represented in the Portal.</li> <li>• Allows for more effective personalization by the public at a later time.</li> <li>• A way to make additional, pertinent or time sensitive information available to the public as deemed necessary by the agencies.</li> </ul>
Implement Content Management System	<p>The nature of a Portal combined with the nature of government means that information will constantly change, and new information will constantly be available. Many Web sites, including the MyFlorida.com Portal, use custom code to add/modify/delete content that is dynamic in nature. Dynamic content is information that changes or is added often. Examples are press releases, news reports or documents that often or regularly become available, calendar events and meeting results, etc. When new types of information need to be made available, new custom code</p>	<ul style="list-style-type: none"> <li>• Content updates can be performed by the business experts, follow an approval flow, reviewed for quality, and be published quickly.</li> <li>• IT content handlers can refocus efforts on tactical and strategic activities.</li> <li>• Allows more involvement by the agencies in statewide content management.</li> <li>• Allows agencies to realize same</li> </ul>

Major Initiatives	Description	Benefits/Outcome
	<p>must be written to handle the dynamic information. Implementing a Content Management System would provide for more automated ways to create new areas of information on a Web site. A Content Management System is a very necessary aspect of the Portal as the amount of content grows and the time to publish needs to be short. The CMS will also allow content changes to rest in the hands of the authors of the content, allowing changes to be timely and accurate. This is a major undertaking since the Portal will, in the end, be redeployed utilizing the Content Management System.</p>	<p>benefits.</p>
<p>Establish Content Mgmt Methodology and Process</p>	<p>With additional layers of content implemented some segments of statewide content is better placed in the hands of the more appropriate groups to address the subject matter. A methodology and process should be developed to ensure accuracy, quality, and sign-off of content changes.</p>	<ul style="list-style-type: none"> <li>• Better spread of effort across state resources.</li> <li>• More control in the hands of the subject matter owners and experts.</li> <li>• Faster turnaround of content publishing.</li> <li>• Increased quality of first time changes.</li> </ul>
<p>Implement New Search Engine</p>	<p>Many changes and improvements have taken place in the market concerning Search Engine options and functionality since the Portal Team implemented the current software in place – Verity's UltraSeek. Discussions with Portal Advisory Group members has identified that several agencies desire to implement their</p>	<ul style="list-style-type: none"> <li>• Reduce costs statewide by establishing a single Search Engine that is used by the Portal and all other government entity sites.</li> <li>• Increased Portal adoption.</li> </ul>

Major Initiatives	Description	Benefits/Outcome
	own Search Engine – a more popular one being the Google Search Appliance. Using the Portal Advisory Group, this effort will evaluate the market and determine the best enterprise solution for the agencies, create a more detailed plan for implementation, and execute.	
Template and Standards Redevelopment	To ensure the ability for consistency of all state Web sites, templates need to be redeveloped based on an enhanced look and feel and Navigation Model, and a new Information Architecture. Standards and best practices will be updated based on recommendations coming from the Portal Advisory Group.	<ul style="list-style-type: none"> <li>• Enables agencies and other government entities to develop applications and sites that conform to the look and feel of MyFlorida.com and to obtain benefits from the architecture of the Portal.</li> <li>• Encourages consistency throughout the state and better results for the public.</li> <li>• Better enables Section 508 compliance and MyFlorida.com standards compliance for those building Web applications and sites.</li> </ul>
Security and Privacy Standards and Policy Documentation	The Portal Advisory Group identified the need for a more uniform and established Privacy Policy that can be used by all agencies. Security continues to get more attention with the need to guard against intrusion through Web sites. Appropriate security practices for Web site development need to be identified and documented for enterprise access and adherence.	<ul style="list-style-type: none"> <li>• Establishes consistent, approved policy that can be utilized enterprise wide, and eliminates the cost and effort of “reinventing the wheel”.</li> <li>• Up-to-date security practices reduce the risk of network intrusion through Web sites. And enterprise approach reduces the</li> </ul>

Major Initiatives	Description	Benefits/Outcome
Multiple Language Translation for the MyFlorida.com Portal	<p>Currently, the MyFlorida.com Portal does not serve all Floridians. There is a gap between state government and residents whose primary language is not English. The MyFlorida.com Portal was translated into Spanish in the beginning of 2005. However, concern over the confusion of navigating to agency sites that are not translated kept the Spanish site from going live. A recent decision by the CIO Council to not adopt a plan to use the same translation approach across all agencies resulted in canceling the translation service and the hosted Spanish site. The Enterprise Opportunities Committee of the CIO Council recently assumed responsibility for the creation of a plan for language translation of sites across all agencies. The Portal Team will work with the CIO Council and implement MyFlorida.com in multiple languages when a consistent plan is created.</p>	<p>costs of duplicate efforts across the agencies.</p> <ul style="list-style-type: none"> <li>An estimated 45% of South Florida residents speak a language other than English in the home. The Hispanic population in Florida is roughly 2.9 million – 18% of the general population. A translated MyFlorida.com would reach this segment of the population and serve a greater percentage of citizens in the state.</li> </ul>
Establish Clearer and Better Defined Processes and Procedures for Utilizing Portal Enterprise Tools	<p>Creating, documenting, and publishing more specific processes and procedures for accessing and using the Enterprise Portal tools. Current target for this effort is the use of HiSoftware's ADA Compliance applications, and Web Trends for obtaining Web usage statistics. Our goal is to make access and use easy for the agencies, eliminating any potential barriers.</p>	<ul style="list-style-type: none"> <li>Easier adoption of the Portal by agencies.</li> <li>An increase in adoption means statewide savings in eliminating agency licenses for the same or similar tools.</li> </ul>

Major Initiatives	Description	Benefits/Outcome
<p>Added New Portal Functionality</p>	<p>Due to no added functionality in FY04-05, the rating of Florida's Portal slipped drastically with some rating organizations. Many developments in internet technology and tools have made it easier to add functionality to Web sites and Portals. Added functionality for the Portal will include:</p> <ul style="list-style-type: none"> <li>• Statewide Facility Locator with maps, directions, and aerial views.</li> <li>• Personalization of home page for Portal users for quick access to topics of interest.</li> <li>• Allow access to frequently desired information that can be scoped to Florida locations such as weather and traffic information.</li> <li>• More seamless access to Florida's on-line services.</li> </ul>	<ul style="list-style-type: none"> <li>• Greatly enhanced public, business, and state user experience, driving more people to the Portal and therefore more effectively communicating information. More effective communication of information means less time handling issues that are caused by a lack of information, which equates to cost savings to state.</li> <li>• Better technology ratings for the state of Florida, increasing Florida's visibility as a leader in technology.</li> </ul>

## Major Deliverables

The major deliverables associated with the objectives listed over the next three years are as follows:

Deliverable	Description
Established Portal Advisory Group (PAG)	A Portal Advisory Group (PAG) consisting of Webmasters, Public Information Officers, and Information Security Officers from as many agencies willing to participate.
Reconfigured Portal Site for Reduced Costs	A Portal site that is reconfigured to not use Portalbuilder or Quickblocks, since the costs of these tools outweigh the benefit provided.
Consolidated Hardware Infrastructure	Server consolidation and elimination that provides an infrastructure more closely matched with current needs.
Revised Site and Information Architecture	An updated site and information architecture for the Portal that utilizes current best practices in the market for making changes faster and easier and providing a more intuitive Portal for users.
New Navigation Model and Enhanced User Interface Look and Feel	A navigation model that allows for additional content areas and creates a better understanding of placement in the Portal for users.
Rebuilt Infrastructure for Scalability	A designed and implemented HW infrastructure that better supports scalability to better align costs with usage and Portal Adoption.
Agency-Related, Statewide Content Layer	An additional set of content related to subject matter of importance to agencies, to better represent agencies in the statewide Portal.
Documented Content Management System Solution	Documented approach and choice for a Content Management System for the Portal.
Documented Search Engine Solution	Documented approach and choice for an Enterprise Search Engine that meets enterprise needs.
Implemented Content Management System	Implemented Content Management System that better allows for more efficient management of content, and puts content management (updates) in the hands of the authors.
Implemented New Search Engine	Implemented Search Engine that meets enterprise needs.

<b>Deliverable</b>	<b>Description</b>
New Templates and Standards	New templates based on a new site architecture, enhanced look and feel, and updated standards based on activities of the PAG.
Privacy Policy	Create a formalized documented Privacy Policy.
Security Standards and Policy	Established Web site development security standards to guard against intrusion, and a documented policy for its use.
Documented Methodology and Procedures for ADA software access and use	A documented methodology and set of procedures delivered to all agencies on how to easily gain access to and use enterprise-based ADA checking software.
Documented Methodology and Procedures for Web Trends access and use	A documented methodology and set of procedures delivered to all agencies on how to easily gain access to and use enterprise-based Web analytics and statistics software.
Language Translated to MyFlorida.com	MyFlorida.com Portal translated to the primary languages spoken in Florida.
Statewide Facility Locator	A new function of the Portal to find any facility or location statewide with maps, directions, contact information, and aerial views.
Personalization of Home Page	A new function of the Portal to allow a user to personalize the home page for quicker access to points of interest.

### 3-Year Plan Assumptions

The following are assumptions on which this plan is based:

- The state of Florida desires a centrally managed state Portal site through which citizens, businesses, visitors, and state employees can access all information associated with Florida state government, its agencies and other state entities.
- The state of Florida will continue to fund the state's Portal.
- The state desires that the team responsible for the operations and growth of the Portal find and establish ways for state entities to share Web site development and deployment tools and infrastructure in an enterprise fashion to create cost savings for the state.
- The state desires that all agencies and state entities collaborate to ensure the state's public information Portal is intuitive, consistent, accessible to the disabled, and beneficial for citizens, businesses, visitors, and employees of the state.
- The state desires its Portal to be ranked high among other state Portals and considered a best practice in the use of technology.

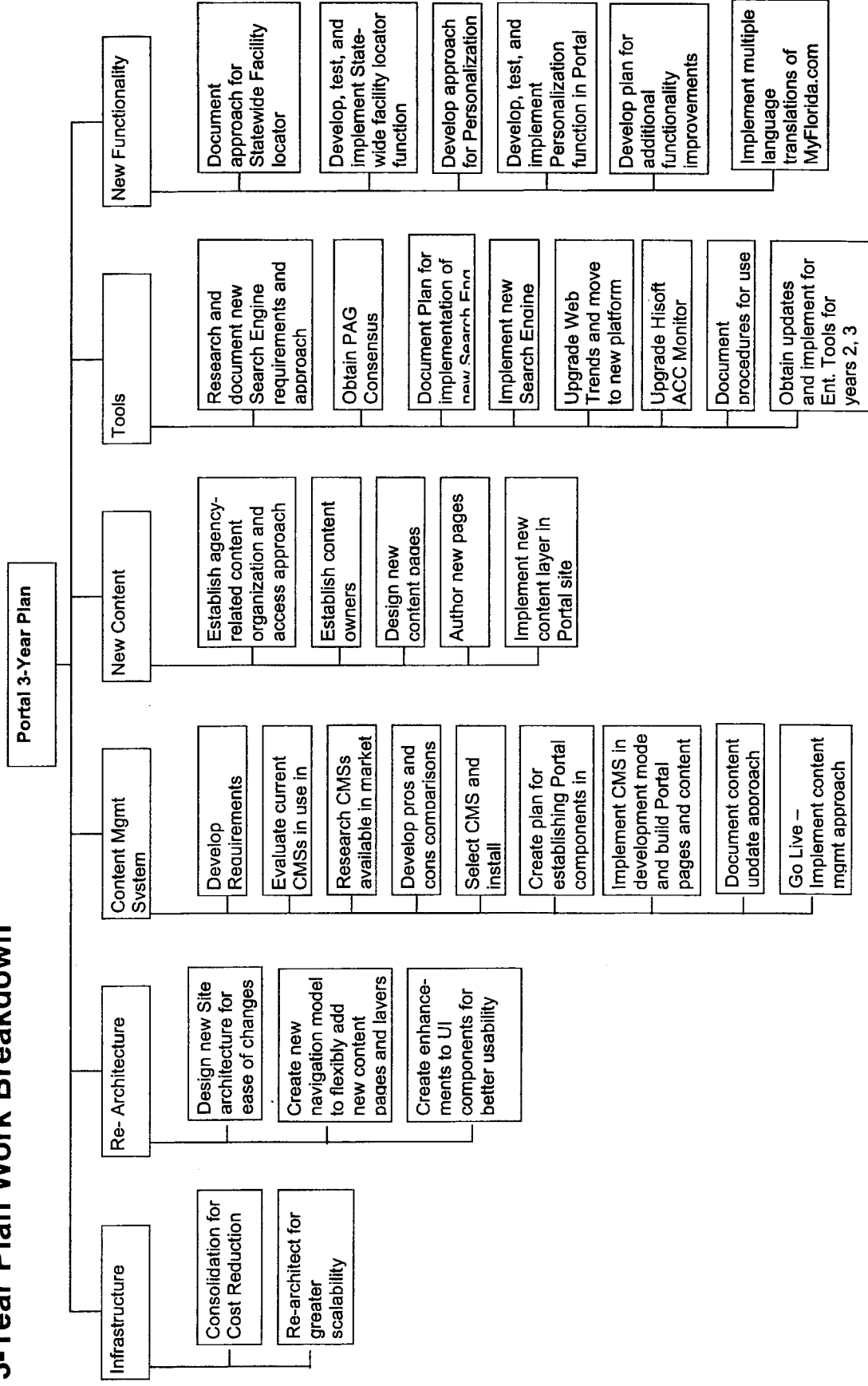
## **Stakeholders**

The following are considered stakeholders of the MyFlorida.com Portal and the impact of the objectives associated with this plan:

- Agency Heads, Chief Information Officers, Public Information Officers, Information Security Officers, Webmasters, and Web developers.
- Other state government entities with public information to be shared through the MyFlorida.com Portal.
- Florida citizens, visitors, and businesses.
- State of Florida employees and retirees.



# 3-Year Plan Work Breakdown



### 3-Year Plan Schedule

Fiscal Year 05-06 funding provided by the Legislature was a level to maintain the current operations of the Portal until a strategy and set of objectives were defined to meet the state's needs. This funding limited the number of positions to three – a number sufficient to maintain the current Portal, but not sufficient to enhance and grow the Portal. In addition to maintaining operations, the Portal Team worked with the current Domain Leaders group to work out plans for establishing a Portal Advisory Group which would result in greater agency participation and a focus on recommendations for greater enterprise impact.

In fall of 2005, we realigned the three member portal team to bring in the skill sets more closely aligned to the challenges and direction of the Portal. In November, two resources were brought into positions on the Portal Team to fill vacancies.

The following is the schedule associated with the objectives of this 3-Year Plan by year and quarter.

Fiscal Year 05-06

Quarter	Item to be Completed
Q1	Establish Portal Advisory Group (PAG).
Q2	Team Re-building.
	Upgrade HiSoftware ACCMonitor on higher end server.
	Upgrade Web Trends on new platform.
Q3	Implement re-configured Portal without Portalbuilder and Quickblocks.
	Implement consolidated HW infrastructure.
	Accomplish training on Web Trends and HiSoftware ADA tools.
Q4	Research and document new Search Engine approach.
	Document Content Management System (CMS) requirements and research current state agency and market use.
	Document methodology and procedures for access and use of Enterprise Portal tools – initially ACCMonitor and Web Trends.
Ongoing	Portal Operations.

Fiscal Year 06-07

Quarter	Item to be Completed
Q1	Purchase new Search Engine and plan implementation.
	Document options with pros and cons for new Content Management System (CMS).
	Create draft of Privacy Policy and determine steps to formalize.
	Create approach for enterprise Web developer collaboration across agencies, based on PAG defined need.
	Design new HW infrastructure for greater scalability.
Q2	Annual upgrade of enterprise tools as necessary.
	Implement new Search Engine and document its enterprise use.
	Accomplish training on new Search Engine.
	Select and document CMS approach.
	Purchase new CMS and accomplish training.
	Design and document new site and information architecture.
	Research security best practices in Web design and implementation.
	Design enhanced User Interface (UI) look and feel.
	Design new agency-related content layer pages.
	Identify content owners for agency-related content and develop content update approach.
	Develop plan for standard page types and dynamic database (DB) access for new Content Management System.
Q3	Collect and create content for agency-related content layer.
	Install CMS and begin build-out of Portal pages.
	Create new Portal templates for enterprise distribution.
	Update standards based on new Portal design.
	Formalize Privacy Policy.
	Implement design for new HW infrastructure for greater scalability.
	Create Portal Adoption plan.
	Implement enterprise Web developer collaboration approach and tools.
Q4	Test new Portal site using CMS.
	Move EITS site to new Portal infrastructure and CMS.

Quarter	Item to be Completed
	Document and implement security standards and security policy.
	Create Portal Adoption materials.
Ongoing	Portal Operations.

Fiscal Year 07-08

Quarter	Item to be Completed
Q1	Put new CMS-based Portal site into production using scalable infrastructure.
	Put new EITS site in production.
Q2	Annual upgrade of enterprise tools as necessary.
	Create design and approach for facility locator function.
	Create methodology and procedures for content updates Portal-wide by appropriate content owners – includes update, review, sign-off, and posting to production.
Q3	Implement new content update/management approach Statewide.
	Develop facility locator function for Portal.
	Create approach for home page personalization by Portal users.
Q4	Implement facility locator function for the Portal.
	Develop personalization capability for Portal users.
	Develop plan for on-going functional improvements.
Ongoing	Portal Operations.

Fiscal Year 08-09

Quarter	Item to be Completed
Q1	Implement personalization of Portal home page functionality.
	Develop functional improvement roadmap and begin execution.
	Develop plan for single eGovernment on-line interface.

Quarter	Item to be Completed
Q2	Design approach for single eGovenment on-line interface.
	Document and finalize next 3-Year Plan.
Ongoing	Portal Operations.

### 3-Year Plan – Spending Plan

Fiscal Year 05-06 funding appropriated by the Legislature is not at a level to maintain the current operations of the Portal. A strategy and set of objectives needs to be defined to meet the state's needs.

#### FY 2005-06

The FY05-06 Legislative Appropriation was:

Category	Appropriation
Software and Training – Non-Recurring	363,000.00
Expenses – In recurring base budget	19,534.00
HR Salaries and Benefits – 3 FTEs – In recurring base budget	198,171.00
<b>TOTAL</b>	<b>580,705.00</b>

The above appropriation included the following software:

- Verity Search Engine software maintenance
- HiSoftware ADA Compliance software maintenance
- WebTrends software maintenance
- QuickBlocks maintenance
- RightNow Technologies Knowledgebase system maintenance
- PortalBuilder maintenance

Unfortunately, the funding did not include hardware infrastructure expenses associated with dedicated hardware for the Portal environment.

#### FY 2006-07

The D3A Issue, for FY 06-07 included the purchase of a Content Management System and a new Search Engine. Purchases would cover maintenance for the first year. The issue also included additional funding for staff augmentation. FY 05-06 funding allowed for three positions to simply maintain the Portal and perform normal operational duties. Additional staff augmentation is necessary to operate the Portal while also carrying out the objectives of this plan resulting in a greatly enhanced Portal and overall state cost savings. Cost reduction measures in the 05-06 Fiscal Year which include eliminating software in which the costs outweigh the benefits will allow for paying hardware infrastructure expenses with similar dollars. Spanish translation has also been included. The FY 06-07 request is \$888,880.

Category	Appropriation
Software, Hardware, Training, and addt'l recurring expenses – D3A Request	888,880.00
Expenses – In recurring base budget	19,534.00
HR Salaries and Benefits – 3 FTEs – In recurring base budget	198,171.00
<b>TOTAL</b>	<b>1,106,585.00</b>
<i>Above Software, Hardware, Training and addt'l recurring expenses includes:</i>	
Additional recurring expenses	2,101.00
Staff Augmentation for operations, growth, and development	204,779.00
Training, Conferences, etc.	21,050.00
Contract Services for upgrades	6,000.00
Team Productivity Tools	3,355.00
HiSoftware ADA compliance software maintenance	12,000.00
WebTrends Web analytics software maintenance	60,000.00
RightNow Technologies Knowledgebase maintenance	80,000.00
Production Portal Server #1	21,300.00
Production Portal Server #2	21,300.00
Failover/Load Balancing HW use for Server #1 and #2	5,400.00
Production Shared App Svr and DB Svr – dynamic content	30,000.00
Production Content Mgmt Engine Server	10,000.00
Production Search Engine Server	13,000.00
Production Web Trends and ADA Compliance Server	13,595.00
Development, Test, and QA Server	10,000.00
New Content Management System	140,000.00
New Search Engine System and Implementation	125,000.00
Spanish Translation (includes initial translation)	110,000.00
<b>TOTAL</b>	<b>\$888,880.00</b>

## FY 2007-08

Fiscal Year 07-08 will see the Content Management System and the new Search Engine operating with maintenance and support costs. This period will be active with development using implemented tools and infrastructure, not active with purchases and implementations. Critical training will continue to take place for implemented enterprise tools, and some staff augmentation contracting is anticipated to assist with Portal build-out using implemented tools and today's latest technology and best practices.

Hardware infrastructure costs are approximated based on sizing and configuring for scalability and usage. Costs will go up as the level of Portal adoption grows. Software maintenance costs are also approximated based on scaling the licensing appropriately.

Category	Appropriation
Software, Hardware, and Training	662,000.00
Recurring Expenses (approx 15% increase)	25,000.00
HR Salaries and Benefits – 3 FTEs (approx 6% increase)	210,000.00
<b>TOTAL</b>	<b>897,000.00</b>
<i>Above Software, Hardware, and Training includes:</i>	
Training, Conferences, etc.	63,000.00
Staff Aug Contracting for Portal Build-out Expertise	250,000.00
Team Productivity Tools	4,000.00
<b>Enterprise Tool Maintenance – includes:</b> <ul style="list-style-type: none"> <li>• HiSoftware ACC Tools – ADA Section 508 checking</li> <li>• Web Trends – Web analytics</li> <li>• RightNow Technologies – FAQs and dynamic Q&amp;A</li> <li>• Enterprise Search Engine</li> <li>• Content Management System</li> </ul>	165,000.00
<b>Hardware Infrastructure – Includes:</b> <ul style="list-style-type: none"> <li>• High Availability, Load Balanced, Fail Over Prod Servers</li> <li>• Content Management Server</li> <li>• Search Engine Server</li> <li>• Web Trends and ADA Compliance Server</li> <li>• Development/Test/QA Server</li> </ul>	100,000.00
Language Translation	80,000.00
<b>TOTAL</b>	<b>\$662,000.00</b>

## FY 2008-09

Resource levels should stay consistent, and training costs will be reduced. It is anticipated that existing resources will assist agencies with Portal Adoption and utilization of the Content Management System. The potential changes in costs will be associated with increased hardware and software maintenance costs as the infrastructure is scaled up to accommodate Portal adoption by the agencies. Significant Portal Adoption by the agencies may increase the hardware infrastructure and enterprise software maintenance costs by 50%. However, it is anticipated that agency costs would be reduced by a much greater amount. If hardware and enterprise software costs increased by 50%, the FY 08-09 costs would be:

Category	Appropriation
Software, Hardware, and Training	773,500.00
Recurring Expenses	25,000.00
HR Salaries and Benefits – 3 FTEs	210,000.00
<b>TOTAL</b>	<b>1,008,500.00</b>
<i>Above Software, Hardware, and Training includes:</i>	



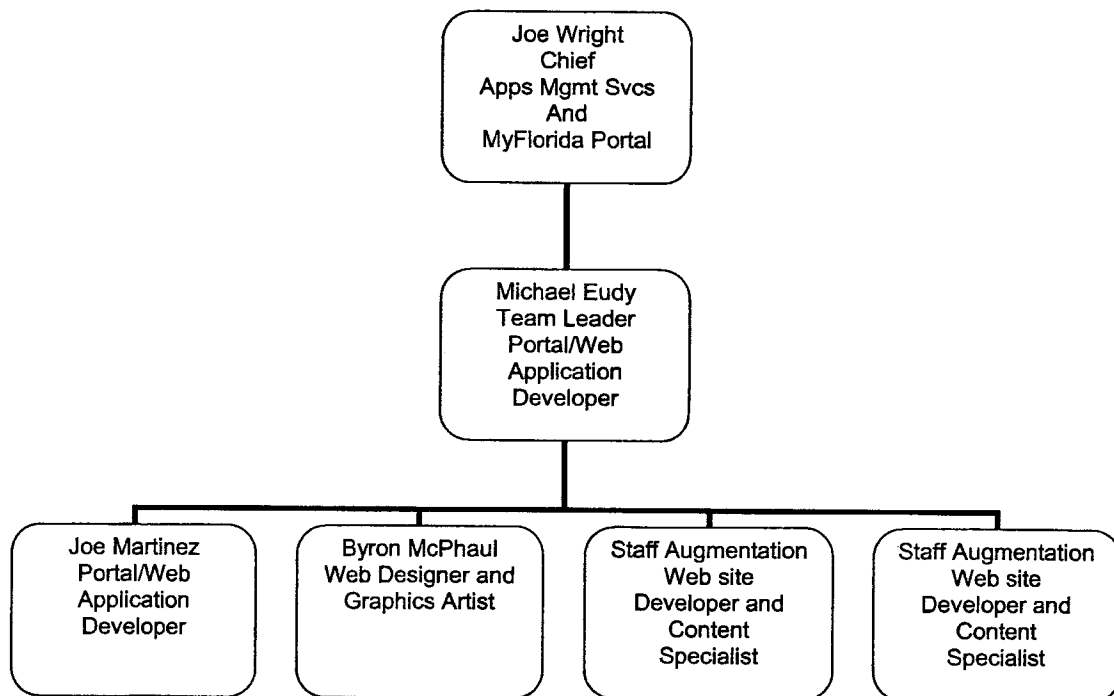
Category	Appropriation
Training, Conferences, etc.	42,000.00
Staff Aug Contracting for Portal Build-out Expertise	250,000.00
Team Productivity Tools	4,000.00
<b>Enterprise Tool Maintenance – includes:</b> <ul style="list-style-type: none"> <li>• HiSoftware ACC Tools – ADA Section 508 checking</li> <li>• Web Trends – Web analytics</li> <li>• RightNow Technologies – FAQs and dynamic Q&amp;A</li> <li>• Enterprise Search Engine</li> <li>• Content Management System</li> </ul>	247,500.00
<b>Hardware Infrastructure – includes:</b> <ul style="list-style-type: none"> <li>• High Availability, Load Balanced, Fail Over Prod Servers</li> <li>• Content Management Server</li> <li>• Search Engine Server</li> <li>• Web Trends and ADA Compliance Server</li> <li>• Development/Test/QA Server</li> </ul>	150,000.00
Language Translation	80,000.00
TOTAL	\$773,500.00

## Project Organization and Methodology

As stated earlier in this plan document, the 3-Year Plan is not a project but rather a set of objectives to better realize the vision of the Portal, carried out by the operational unit responsible for the health and availability of the Portal. Most of the major efforts associated with this plan will be carried out as individual projects, and managed as such. This section of the document pertains to the 3-Year Plan as a whole.

### Organization of the Portal Team

The organization of the Portal unit includes the Chief of Application Management Services and the MyFlorida.com Portal that provides direction and oversight to the Portal Team.



## Roles and Responsibilities

The Portal Team incorporates the following roles and responsibilities within its team organization.

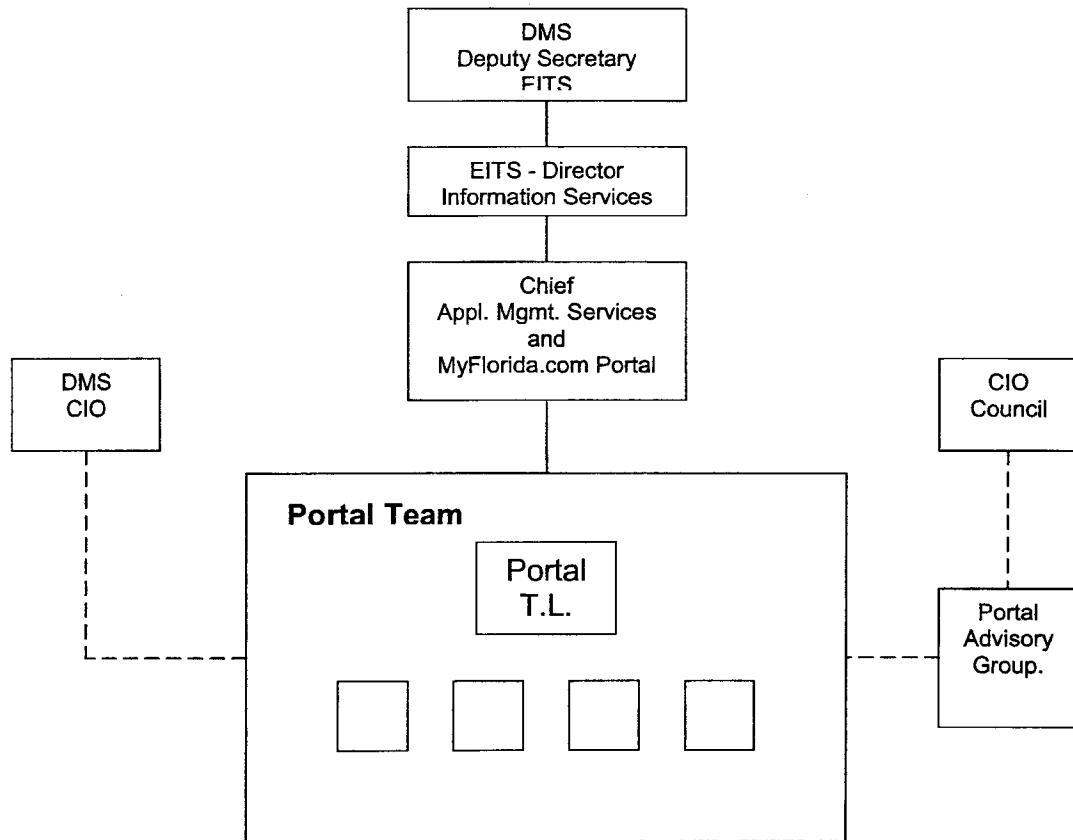
Role	Responsibilities
Portal/Web Application Developer Team Leader	<ul style="list-style-type: none"><li>• Leads work efforts of Portal Team and ensures good management procedures.</li><li>• Coordinates and facilitates Portal Advisory Group meetings.</li><li>• Participates in TRW and other government entity updates.</li><li>• Maintains Portal documentation.</li><li>• Maintains health and availability of Portal and associated tools.</li><li>• May be primary or back-up for one or more enterprise or other Portal tools utilized.</li><li>• Develops and maintains custom applications for managing content.</li><li>• Responds to content update requests from EOG, agencies and other entities.</li><li>• Responds to feedback from the public.</li><li>• Responds to requests for updates to RightNow Technologies Knowledgebase of FAQs.</li><li>• Responds to requests for updates to the Search Engine.</li><li>• Runs and responds to "dead links" reports.</li><li>• Performs periodic Section 508 compliance checks on Portal, and assists agencies with such.</li><li>• Maintenance of standards.</li></ul>
Portal/Web Application Developer	<ul style="list-style-type: none"><li>• Maintains health and availability of Portal and associated tools.</li><li>• May be primary or back-up for one or more enterprise or other Portal tools utilized.</li><li>• Develops and maintains custom applications for managing content.</li><li>• Responds to content update requests from EOG, agencies and other entities.</li><li>• Responds to feedback from the public.</li><li>• Responds to requests for updates to RightNow Technologies Knowledgebase of FAQs.</li></ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Responds to requests for updates to the Search Engine.</li> <li>• Runs and responds to "dead links" reports.</li> <li>• Performs periodic Section 508 compliance checks on Portal, and assists agencies with such.</li> </ul>
Web Designer and Graphics Artist	<ul style="list-style-type: none"> <li>• Primary designer of Web page layout and user interface look and feel.</li> <li>• Designer and developer of graphic components for Portal.</li> <li>• HTML, CSS, and scripting Web development for the Portal and templates.</li> <li>• May be primary or back-up for one or more enterprise or other Portal tools utilized.</li> <li>• Responds to content update requests from EOG, agencies and other entities.</li> <li>• Responds to feedback from the public.</li> <li>• Runs and responds to "dead links" reports.</li> <li>• Performs periodic Section 508 compliance checks on Portal, and assists agencies with such.</li> </ul>
Web Site Developer and Content Specialist	<ul style="list-style-type: none"> <li>• HTML, CSS, and scripting Web development for the Portal and templates.</li> <li>• May be primary or back-up for one or more enterprise or other Portal tools utilized.</li> <li>• Responds to content update requests from EOG, agencies and other entities.</li> <li>• Responds to feedback from the public.</li> <li>• Runs and responds to "dead links" reports.</li> <li>• Performs periodic Section 508 compliance checks on Portal, and assists agencies with such.</li> </ul>

## Portal Oversight

The Portal Team is organized within the Enterprise Information Technology Services (EITS) program of the Department of Management Services (DMS). As such it reports to the Deputy Secretary of this program within DMS. The Department of Management Services Chief Information Officer also provides a level of oversight and leadership on Portal technology and priorities. The established Portal Advisory Group (PAG) will identify agency needs associated with their Web presence, public information delivery, and security concerns. The PAG will also assist in prioritizing initiatives that provide enterprise benefits and cost savings. Committees created within the PAG will provide research and market analysis used to formulate recommendations for the Portal direction. The CIO Council will be asked to review recommendations and provide input on feasibility, funding, and level of priority for the agencies.

The diagram below identifies reporting and oversight of the Portal Team.



## **Processes Involved**

This section will summarize the processes involved with carrying out the objectives associated with this 3-Year Plan. Many of the processes are in place today as part of normal operations within the Portal unit.

### **Progress Reporting**

Weekly status meetings are held with the Applications Management Services and MyFlorida.com Portal Teams. Operations status is documented along with project progress status. Each of the initiatives listed in this plan will be tracked and reported on using a “stop light” chart approach representing budget, risk, schedule, and scope aspects of the effort. These will be summarized and rolled up to a consolidated report showing the status of each effort – not yet started, underway with color-coded status, or completed.

### **Issue Tracking**

All issues are identified and dealt with each week in the operational status meetings. In addition, as each major initiative effort gets underway, a separate issue tracking log will be established as a standard project practice. Logged will be:

- Date issue was identified
- Issue description
- Who identified the issue
- Issue resolution owner
- Weekly status of issue
- Resolution description
- Resolution date

This log will be maintained and worked on until the project is completed, and will live both electronically and in paper form in the Project Binder.

### **Contract Management**

The Portal and its operation will not be outsourced, eliminating the need for any sizeable contract management effort. The only contracts that will need to be managed are those associated with contract/consulting services to assist in implementing and/or building out components of the Portal by experienced resources while providing knowledge transfer to Portal Team members. These will not be long term and will include a detailed scope of work to ensure efforts stay on track, on time, and within the associated Purchase Order.

### **Change and Configuration Management**

This section addresses changes as they relate to requests for content changes on a regular basis as well as change requests pertaining to Portal functions, layout,

architecture, and tools. It also addresses configuration management associated with the Portal implementation.

Change management associated with content change requests is accomplished via the Services Desk of EITS. Requests for new links, new services, new content, and any content changes or deletions, are sent to the Services Desk via [help@dms.myflorida.com](mailto:help@dms.myflorida.com). These change requests are handled by the MyFlorida.com Portal Team on a priority basis. Agencies are instructed to "cc:" [webservices@dms.myflorida.com](mailto:webservices@dms.myflorida.com) with all requests to expedite the servicing of their specific requests.

Change management associated with Portal infrastructure changes are also accomplished through the Services Desk as above. However, each of these requests will result in follow-up discussions and/or meetings that establish a Statement of Work to describe the modifications being requested, the benefits to be realized, and a statement of its feasibility by the Portal Team. The effort will be tracked to completion or it will be identified why the effort is not feasible.

The Portal Team will use ITIL-based EITS Configuration Management processes for ensuring the documentation and tracking of the configuration of the Portal and all of its components. As the objectives of this plan get under way, the Portal Team will verify and ensure complete documentation of the Portal configuration. With each change that takes place through change management practices described above, or the projects associated with the objectives outlined in this 3-Year Plan, configuration changes will be versioned and documented. Historical configuration will be maintained for purposes of reversion if necessary.

### **Quality Control and Testing**

This section will discuss Quality Control as it pertains to Portal content and Portal infrastructure and functionality.

Content quality control is one of the primary purposes for implementing a Content Management System. Requirements of a Content Management System include the ability to author content and then utilize workflow to allow preview and signoff by the appropriate stakeholders prior to being able to post the new content to the project Portal/Web site. When a Content Management System is implemented, the process of content authoring, review, sign-off, and production posting can rest with the agencies, Executive Office of the Governor (EOG), and the Portal Team as appropriate based on the nature of the content.

Portal infrastructure and functional quality control will follow professional project practices of utilizing development/unit test, quality assurance (QA), and production platforms to ensure the quality of the implementation. Unit testing and integration/collision testing will be performed by the Web application developers in the development/unit test platform. Test scripts will be developed and sign-off by the Team Lead is necessary before promoting changes to the QA platform.

The Portal Advisory Group will be utilized as a QA group for enterprise tool upgrades and implementations, assisting with QA plan development and plan execution.

The EOG, the appropriate agency groups, and the PAG will be incorporated into the QA process associated with Portal enhancements and new functionality. This will constitute a QA team for the project. A QA plan will be developed and QA scripts created based on the nature of the effort. The QA team will carry out the QA plan and script execution on a repetitive basis, feeding issues and problems back through the development effort. Once approved by the QA Team, new infrastructure components and functionality will be moved into production.

### **Procurement Strategy**

Since no outsourcing will take place to satisfy any Enterprise Portal operations, procurement will only be for purchasing Enterprise-based tools and for obtaining contract labor/consulting services. State Purchasing rules will be followed in the purchasing of any software tools and contract labor.

### **Coordination of External Entities**

The Portal Advisory Group and the CIO Council will be utilized as the primary coordination points for working with the agencies and other government entities on Portal initiatives that directly involve or impact them. Initiatives involving Enterprise Tools, templates, and standards will go through these entities.

Efforts involving the utilization and benefits of the Content Management System may also include coordination points directly with other agency business management who will benefit directly from this component. A User Group of agency users may be setup to assist in the introduction and use of this functionality.



## Risk Management

Each major effort associated with the objectives described in this 3-Year Plan will be managed as a project. As such professional project practices will be employed for each project.

The Portal Team will conduct a risk review at each operational and project status meeting. Risks will be identified and assessed for the risk consequence, the probability of occurrence, and the risk category (Technical, Project Management, Organizational or External). Each risk will be assigned an owner to develop a risk response strategy. Risk response strategies will be reviewed by the Portal Manager, and will require sign-off before complete. Existing risks will be evaluated as to whether or not risk response actions should be taken based on the formulated strategy.

The risk for the 3-Year Plan as a whole is:

Risk	Risk Response
Lack of Portal Adoption by agencies	<ul style="list-style-type: none"><li>• CIO Council review of all Web based tool purchase requests that may duplicate existing Portal enterprise tools that are available for free use by agencies.</li><li>• Scale all infrastructure and licensing to a size appropriate for current volume and use. Architect infrastructure for easily scaling up or down based on continued Portal adoption by agencies.</li><li>• Establish marketing campaign to educate agency technical and business management on potential benefits and cost savings of the Portal, and steps to adopt its tools, infrastructure, and use.</li></ul>

## **Change Management**

This section addresses organizational change management. Organizational change management is critical when implementing new systems and processes that impact the way operational units work. The Portal objective that will result in an impact that will require focused change management planning is the implementation of a Change Management System (CMS). At its narrowest use, the Portal Team only will use the CMS to manage the content of the Portal. At its broadest use, many agencies will incorporate the CMS to allow Public Information Officers and business management personnel to author, review, sign-off, and publish new and changed content to their production Web sites.

Initial change management efforts of the CMS project will focus on Portal process changes, the Executive Office of the Governor's involvement in Portal page content, and agency involvement of managing agency-related content in the statewide Portal pages. As the CMS is positioned for expanded use, in-depth change management will be planned in coordination with agencies.

**Report  
Number:** 2006-015

**Report Title:** Department of Management Services - MyFloridaMarketPlace System

**Report  
Period:** 07/01/2004-06/30/2005

**Release Date:** 08/30/2005

#### SUMMARY OF FINDINGS

(The complete audit report will be provided in your notebooks at the Committee meeting and can also be accessed on the Auditor General's website: [www.state.fl.us/audgen](http://www.state.fl.us/audgen).)

MyFloridaMarketPlace (MFMP) is the State of Florida's Purchasing Subsystem and, pursuant to Florida law <sup>[1]</sup>, is a subsystem of the Florida Financial Management Information System. MFMP replaces the State Purchasing Subsystem (SPURS). MFMP is a State initiative that encompasses the development and implementation of a Web-based electronic procurement (eProcurement) system. The Department of Management Services (Department), in consultation with the State Technology Office (STO) and the Chief Financial Officer, is responsible for developing a program for on-line procurement of commodities and contractual services <sup>[2], [3]</sup>. To enable the State to promote open competition and to leverage its buying power, agencies shall participate in the on-line procurement program, and eligible users may participate in the program. Only vendors pre-qualified as meeting mandatory requirements and qualifications criteria shall be permitted to participate in on-line procurement.

MFMP was designed to streamline interactions between vendors and State government entities that purchase goods and services, and provide an Internet portal where vendors can register, receive information on upcoming bids, post information on products and services, and receive purchase orders electronically. State agency users can use the system to view Statewide procurement data, access on-line catalogs and information about vendors that provide goods and services to the State, and enter requisitions to facilitate the purchase of those goods and services.

Our audit focused on selected general and application information technology (IT) controls related to MFMP during the period July 1, 2004, through June 30, 2005. MFMP interactions with the Vendor Registration System and the Billing and Collections System were not within the scope of our audit.

On November 16, 2004, we surveyed 27 MFMP agency liaisons at agencies that had implemented or were scheduled to implement MFMP in the near future regarding their use of, and satisfaction with, MFMP. Questions posed as a part of the survey dealt with agency participation in the design process, staff training, transaction response time,

system time-outs, MFMP staff support, and other implementation issues. Agencies' responses included a range of satisfaction levels. The results of the survey are summarized in Exhibit A to the complete audit report. We also recognize that this survey was conducted early in our engagement, as a part of our audit planning process, and that as users became more familiar with the system, user perceptions of and satisfaction with the system could subsequently have improved.

The results of our audit are summarized below:

#### Functional Acceptance of the System

Although MFMP has been in operation for two years, the Department had not functionally accepted the system as provided in the contract with Accenture. Neither had a draft operations plan been approved that detailed key plans, policies, procedures, and processes relating to the development and operation of the system. (Finding No. 1)

#### Systems Development and Maintenance

Systems development and maintenance controls help ensure that a new system functions as required by the user and that the integrity of the system is preserved as system changes are made over time. We noted numerous deficiencies in the MFMP development and maintenance practices. These deficiencies, taken together, limited management's assurance that MFMP was being developed and modified according to the Department's requirements and could diminish the ongoing reliability of MFMP data. (Finding No. 2)

#### Monitoring of Contractor Performance

In an IT outsourcing arrangement of the scope and magnitude of MFMP, effective monitoring of the contractor's performance is essential. The Department's monitoring of the services provided by Accenture for the development, maintenance, operation, and technical support of MFMP was limited. (Finding No. 3)

#### System Performance and Capacity

Proper management of system performance and capacity is an important aspect of IT service delivery. MFMP users had reported various system performance problems, including slow system response times. We noted aspects of the Department's management of system performance and capacity that needed improvement. (Finding No. 4)

#### Continuity of Service

Continuity of IT service can be jeopardized by incidents ranging from basic errors to large disasters. The risk of loss of service can be mitigated through such measures as disaster recovery planning and appropriate provisions for making and safeguarding

back-up copies of software and data. The MFMP disaster recovery plan was not timely approved and tested and lacked various important provisions necessary to assure a timely and orderly recovery, should a disaster occur. Additionally, insufficiencies existed in back-up provisions that jeopardized the Department's ability to timely and completely restore lost information. (Finding Nos. 5 and 6)

#### Security of Data and IT Resources

IT security controls are intended to protect the confidentiality, integrity, and availability of data and IT resources. Our audit disclosed that the management of MFMP security needed improvement. Specifically, adequate security risk assessments had not been performed, security policies and procedures had not been finalized and were not sufficiently comprehensive, and deficiencies existed in specific security controls surrounding and within MFMP. (Finding Nos. 7 through 11)

#### Data Management

Good data management controls help ensure the integrity of information stored within a system. We noted deficiencies in the management of electronic documents within MFMP that serve as attachments to procurement records. In addition, we found instances of data inconsistencies within MFMP and between MFMP and FLAIR. (Finding Nos. 12 and 13)

#### Transaction Fee Exemptions

Florida law and administrative rules provide that the Department may collect fees from vendors for the use of MFMP. Agency transactions involving commodities and contractual services are assessed a one percent transaction fee, which the vendor shall pay to the State. Transactions may be exempt for a number of reasons. Our audit disclosed that the Department did not adequately monitor the application of exemptions to the transaction fee. (Finding No. 14)

#### Standard MFMP Reports

Effective information systems include adequate and user-friendly reporting mechanisms. Certain MFMP reports available to the agencies provided Statewide information on all agencies and had to be filtered by the agencies to extract the agency-specific data. Additionally, agencies lacked sufficient training on reports and indicated that the reports were cumbersome and inaccurate. (Finding No. 15)

#### Statistical Sampling of Payments for Pre-Auditing

MFMP had a Statistical Sampling Module that was used by the Department of Financial Services (DFS) to perform a pre-audit function of payments. Improvements were needed in the operation of the sampling process to provide increased assurance of its validity. (Finding No. 16)

### Customer Service Desk

An IT help desk is typically supported by a system for registering and tracking the progress of user requests for assistance. The MFMP Customer Service Desk used the Pivotal Tracking System to log user requests. Our audit noted instances of data inaccuracies within the Pivotal Tracking System that could hinder the effectiveness of the Customer Service Desk in providing user support. (Finding No. 17)

We recognize that many of the issues cited in this report involve functions that are being performed by Accenture on the Department's behalf, pursuant to the contract. Nevertheless, Florida law<sup>[4]</sup> provides that the Department, as the functional owner of MFMP, is legally responsible for the security and integrity of the data contained within the system. Accordingly, we encourage the Department to work with Accenture in addressing these issues and to sufficiently monitor Accenture's performance and progress therewith.

<sup>[1]</sup> Section 215.93(1)(d), Florida Statutes

<sup>[2]</sup> Section 287.057(23)(a), Florida Statutes

<sup>[3]</sup> Effective July 1, 2005, the responsibilities of the STO were assimilated by the Department.

<sup>[4]</sup> Sections 215.93(5) and 215.94(4), Florida Statutes